



India Flagship Course Health Systems Strengthening and Sustainable Financing

Mussorie, India

19-23 August 2019



Organizers

The Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie is the apex training institution in India for the civil services. The academy conducts a common Foundation Course for entrants to All India Services and all Group 'A' services of the country. The Academy also conducts in-service and Mid-Career Training Program (MCTP) for members of the IAS and induction training program for officers promoted to the IAS from State Civil Services, as well as workshops and seminars on policy issues.

Harvard T. H. Chan School of Public Health, as one of the leading global academic institutions in public health brings years of experience of researching health system in many countries across the world. The senior faculty from the school have been directly involved in informing policy and system design for countries that are comparable to India - Mexico, China, Ethiopia and Malaysia – to name a few. Harvard has conceptualized and directed the Global Flagship Course (offered in collaboration with the World Bank in Washington DC) since year 1995.

Health Systems Transformation Platform, is an autonomous mission driven not for profit organization incubated under the aegis of Tata Trusts to promote innovation and improved design of health systems for better access, coverage and quality in preventive and curative health. HSTP enables national and state level capabilities to steer world class research and encourage design thinking to conceptualize and translate people centric program design and delivery of health reforms in the country.

For Further Information, Contact:

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About the Course

India's fiscal base is transforming. States have greater fiscal responsibility in implementing central government schemes and programs, coupled with greater power and autonomy. This along with the newly launched Ayushman Bharat (comprising of the PM-JAY and comprehensive primary healthcare through the Health and Wellness Centers) presents a unique opportunity for states to design their health systems to address local challenges. States are positioned to conceptualize their health programs and develop sustainable solutions long term impact.

Towards this goal, the Lal Bahadur Shastri National Academy of Administration (LBSNAA) in partnership with the Harvard T.H. Chan School of Public Health (HSPH) and the Health System Transformation Platform (HSTP) have developed the Indian Flagship Course on Health Systems Strengthening and Sustainable Financing. The course is modelled on the Global Flagship Course originally developed by Harvard University and the World Bank and is tailored to the Indian context. This partnership over next two to three years aims to build capacities on health systems design.

The Lal Bahadur Shastri Academy of Administration, (LBSNAA) the Harvard TH Chan School of Public Health (HSPH) and the Health Systems Transformation Platform (HSTP) have conducted two batches of the Flagship Course contextualized to the Indian setting in 2017 and 2018 – both of which received overwhelming positive feedback from participants. Participants included senior bureaucrats from different states from Departments of Health and Finance, senior officials from central institutions like the NITI Aayog, National Health Systems Resource Centre and the Ministry of Health and Family Welfare; and researchers from renowned academic institutions like the All India Institute of Medical Sciences (AIIMS), Indian Institute of Management (IIM), Public Health Foundation of India (PHFI), and Indira Gandhi Institute of Development Research (IGIDR).

Course Structure

This five-day course is aimed at senior policymakers, bureaucrats, researchers and health specialists engaged in health systems research. The course applies the flagship analytic framework to enable structured and strategic thinking on how to provide affordable and equitable access to efficient and quality health care with financial risk protection. The analytical course aims to examine health systems designs.

While Harvard has designed the pedagogy and formulated the fundamental course content, Indian experts have participated in the process of adapting the material of the Global Flagship Course to the Indian context. The Indian course includes data from Indian states and experiences from Indian programs.

Objectives

- Enable participants to critically assess the performances of their healthcare systems and diagnose the underlying causes, using an analytical approach and tools that are generalizable and yet adaptable to the local context. The focus is to create an understanding of why it is important to focus on health system design.
- Assist participants in designing a health system transformation plan that would address the needs and challenges of their states, and which are feasible and workable within the context of the states.

Topics

1. Systems diagnosis and priority-setting for health policies
2. Health financing and improving public budget management
3. Designing benefit packages for health protection schemes
4. Provider payment mechanisms and strategic purchasing
5. Political analysis in policy-making
6. Organization of health systems to improve provisioning of services
7. Case studies to highlight Indian and global experiences in health systems design

Course Director

Winnie Yip is the Course Director of the India Flagship Course on Health Systems Strengthening and Sustainable Financing, and has been leading it since the last three years.



Winnie Yip is Professor of Global Health Policy and Economics in the Department of Global Health and Population at the Harvard T.H. Chan School of Public Health and also Director of the school wide China Health Partnership. She leads the India Health Systems Project for the School - a health systems and policy research initiative in collaboration with governments and local institutions in India. Winnie Yip was previously a Professor of Health Policy and Economics at the Blavatnik School of Government, University of Oxford, and Senior Research Fellow of Green Templeton College, Oxford, where she was director of the Global Health Policy Program.

Winnie Yip holds a PhD in Economics from the Massachusetts Institute of Technology. Her research focuses on: 1) the design, implementation and evaluation of systemic health care interventions, for improving affordable and equitable access to and the efficiency and quality of health care delivery, especially for the poor; 2) modelling and evaluating the effects of incentives on the behavior of providers (organization and individual) and patients. Yip's research encompasses both why health systems fail and how to improve them for the benefit of the people they serve. Her approach typically involves large-scale social experimentation of health system interventions by using experimental design to integrate the transformation of financing, incentives, organization and management. With a network of Chinese universities, Winnie Yip's ongoing research projects cover over 25 million people in the low income provinces in China. Yip often works in close collaboration with governments and she has extensive experience leading interdisciplinary teams with expertise in public health, economics, political economy, evaluation science, epidemiology, quality of care, marketing science, and management.

In addition to China, Winnie Yip has studied and advised health care reforms in the wider Asia region, including Hong Kong, Taiwan, India, Thailand, Malaysia, Vietnam, and she has extensive experience in executive training courses for senior health policymakers. She was the founding director of the Asia Network for Health System Strengthening. Winnie Yip has served as an adviser to many international agencies,

including the World Bank and the World Health Organization, and notably to the most recent World Bank's Healthy China study that top Chinese leaders have accepted into their next Five Year Plan on Health. She has also been a member of the Sustainable Development Solutions Network and the National Academy of Medicine's Standing Committee on Health Systems Strengthening. She is a Senior Editor of Social Science and Medicine (Health Policy editorial office), Associate Editor of Health Economics and Health Systems & Reform and serves on the editorial board for several other health policy publications.

Winnie Yip has published extensively in top policy and economics journals, such as the Lancet, Health Economics. Her work has been funded by the National Science Foundation, the Bill and Melinda Gates Foundation, the Health Result Innovation Trust Fund (HRITF) of the World Bank, the European Union Commission, the Economics and Social Science Research Council.

Faculty and Technical Advisor

Michael R. Reich is Taro Takemi Research Professor of International Health in the Department of Population and International Health at Harvard School of Public Health and Director of the Takemi Program in International Health. He has a Ph.D. in Political Science, Yale University; M.A. in East Asian Studies (Japan), Yale University; and B.A. in Molecular Biophysics & Biochemistry, Yale University. Reich's research program addresses the political dimensions of public health policy. His research interests include health system strengthening and reform, access to medicines and pharmaceutical policy, and the political economy of policy-making processes. He has worked on health systems issues with colleagues at Harvard for over three decades and is faculty director of the World Bank Flagship Course on Health Sector Reform and Sustainable Financing.



Faculty

Arti Ahuja is Special Director at the LBS National Academy of Administration. Ms. Ahuja joined the Indian Administrative Service in 1990 after completing her Masters in Economics and LLB. She has been Secretary in various departments in the State, such as Handloom & Handicrafts, Women & Child Development, Health & Family Welfare and Tourism. As WCD Secretary she brought about a paradigm change in the way ICDS was being run, which was cited as best practices by Commissioners of the Supreme Court and number of initiatives taken in the field of Women and Child Rights were also cited as best practices by Government of India and Planning Commission as well as independent academicians. As Health Secretary, she took up many structural reforms which are recognized by Government of India as best practices.



She has done Masters in Public Policy with specialization in Health Policies from Woodrow Wilson School of Public and International Affairs, Princeton University and Masters in Public Health from Harvard University. She is a Member of the Independent Expert Group of the Global Nutrition Report, an independent Global Report brought out every year; and was also a Senior Honorary Research Associate at the Global Institute of Health, University College, London. She has written a number of articles for different journals and books.

Faculty

Ajay Tandon is currently Lead Economist with the World Bank based in Washington, DC. He works on several countries including most recently on India, Indonesia, Bhutan, Laos, and the Philippines. He received a PhD in economics from Virginia Tech with a dissertation that focused on the intersection of macroeconomics and population dynamics. Previously, over 2004-2007, he worked with the research department of the Asian Development Bank in Manila where he worked on issues related to human development. He also worked with the Evidence and Information for Policy department of the World Health Organization in Geneva from 1998-2003, primarily on measurement challenges including those related to correcting biases in self-reported responses in household survey data and on health system performance. He has held visiting research appointments at both Oxford University and Harvard University. He has written several publications on the issues of statistical methodology, health systems efficiency, health financing, domestic resource mobilization, and universal health coverage. He is co-author of several books, including most recently of 'Going Universal: How 24 Countries Are Implementing Universal Health Coverage from the Bottom-up'.



Faculty

Avani Kapur is a Fellow at the Centre for Policy Research and Director of the Accountability Initiative. The focus of her work has been in building evidence for policy advocacy to strengthen transparency and accountability in public financial management for service delivery. Her most recent research understands the implications of the 14th Finance commission on social sector spending. She is leading research studies on health, sanitation, nutrition and education financing. Avani has an M.Sc. in Development Studies from the London School of Economics, U.K. and a B.A. cum laude from Smith College, Massachusetts, USA. She has also been anchoring the publication of the annual budget brief series and implementation of fund tracking surveys on key social sector schemes. Before Accountability, she worked at the Centre for Development Studies and Human Rights.



Faculty

Dan Schwarz is the Director of Primary Health Care at Ariadne Labs. Dan brings over a decade of global experience in healthcare delivery. Prior to joining Ariadne Labs, Dan served as the Executive Director, and then Chief Medical Officer for Possible (www.possiblehealth.org), in which role he helped to build and lead an innovative public private partnership for healthcare delivery with the Nepali Ministry of Health. This work now spans multiple districts throughout Nepal, providing both facility- and community-based services to over 500,000 people. Now at Ariadne, Dan continues to serve as a Strategic Adviser to the organization and the Nepali government. Before his work in Nepal, Dan has also worked for Partners In Health (www.pih.org) in multiple countries, and several other non-governmental organizations throughout sub-Saharan Africa and southern Asia.



Dan serves as an adviser to the World Health Organization in their Primary Healthcare Measurement Initiative, and an adviser to the Lancet Commission on Non-Communicable Diseases and Poverty. Dan is a trained general internist and paediatrician from the Brigham and Women's Hospital and Boston Children's Hospital. He works as a general internist at the Beth Israel Deaconess Medical Center in Boston, and teaches medical students and residents at Harvard Medical School. Dan completed his undergraduate training at Vassar College, his MD at Brown University, and his MPH at Harvard University.

Faculty

Indu Bhushan serves as the Chief Executive Officer (CEO) of Ayushman Bharat – Pradhan Mantri Jan Arogya Yojana (AB - PMJAY) and the National Health Authority (NHA), Government of India.



Bhushan is an ex-Indian Administrative Service (IAS) officer of the Indian Civil Services, 1983 Rajasthan cadre. He holds a Doctorate in Health Economics and a Master of Health Sciences from the Johns Hopkins University, USA. He is an alumnus of the prestigious Indian Institute of Technology-Banaras Hindu University (IIT BHU) and IIT Delhi where he completed his B. Tech and Post-Graduate Diploma, respectively. He is also a Chartered Financial Analyst (CFA).

Bhushan is a bureaucrat-turned-economist with a career spanning 35 years across a multitude of sectors. He served for nine years in the IAS prior to leaving government service. Thereafter, he worked as Senior Economist with the World Bank Group prior to moving to ADB.

Until his appointment as CEO, AB - PMJAY, he served as Director General, East Asia Department of the Asian Development Bank (ADB). He has held multiple positions within ADB including Director General, Strategy and Policy Department and led ADB's engagement with the People's Republic of China (PRC), Hong Kong, Republic of Korea, Mongolia, and Taiwan including management of \$12.6 billion portfolio comprising of 113 projects. Bhushan administered and provided oversight to sectors like energy, environment, natural resources and agriculture, transport, public management, financial sector and regional cooperation, urban and social development. He also supervised ADB's resident missions in the People's Republic of China and Mongolia.

Bhushan lives in Delhi with his wife, Anjana, an ex-IAS officer, and works with the World Health Organisation (WHO). He has two daughters, Devika and Ambika, who are both medical doctors and live in the USA. He likes to play bridge and catch the latest movies and theatrical shows on the weekend.

Faculty

Indranil Mukhopadhyay is an Associate Professor at School of Government and Public Policy, Jindal Global University. At the University he teaches Public Health, Development Economics and Microeconomics. Earlier he worked as a Research Scientist and Assistant Professor and Wellcome Trust Post-Doctoral Fellow at Health Economics and Financing Unit at Public Health Foundation of India (PHFI), Delhi. At the PHFI, Indranil led the production of Health Accounts works in six Indian States as a Co-Investigator in the research project "Strengthening Eco-Systems for Sustainable and Inclusive Health Financing in India". He has a Ph.D. in Health Economics from Centre for Social Medicine and Community Health, JNU, New Delhi. His post-doctoral work was on provider payment mechanisms in light of the emerging public sponsored health insurance schemes.



Faculty

Jack Langenbrunner is a Technical Consultant with the Health Systems Transformation Platform in Delhi, and has worked in India since 2015 through the Bill and Melinda Gates Foundation. Jack is a Health Economist with both research and operations experience. He was most recently an Advisor for Social Health Insurance in Indonesia from 2013 until mid-2015. Previous to that, he was a Lead Health Economist for the World Bank for 16 years where he coordinated a Health Financing and Health Insurance Thematic Group within the Bank, and led the Bank's Global Expert Team for Health Financing and Health Systems in 2011-2013. He has extensive experience in countries in Europe, Middle East and Asia. Jack's most recent books are "Health Financing and Universal Health Coverage in Indonesia: Policy Notes" (2015) and "Financing Health Care in East Asia and the Pacific: Best Practices and Remaining Challenges," (2012) co-authored with Aparnaa Somanathan.



He also has co-authored 2 books on Resource Allocation and Strategic Purchasing, and has authored or co-authored a number of papers related to this initiative. He is co-author of a new book on hospital payment models in Asia launched in December 2015. Previous to his work at the Bank, Jack was with the US Center for Medicare and Medicaid Services (CMS), a public health insurance program for over 80 million Americans, and with the US Office of Management and Budget. In the mid-1990s, he served on the Clinton Health Care Reform Task Force for the US White House.

Faculty

Mita Choudhury is an Associate Professor at the National Institute of Public Finance and Policy. She has been associated with the background research for various government committees on the health sector in recent years and has been a member of some of the committees on allocation and expenditure constituted by the Ministry of Health and Family Welfare. She is a graduate in Engineering with a Ph.D. in Economics from the Indira Gandhi Institute of Development Research, Mumbai. Her recent research has focused on issues related to health financing in India. She has worked on health issues both at the Central and the State-level and has contributions in the context of inter-governmental transfers for health. She has also authored a number of studies carried out for the Ministry, World Health Organization (India), Planning Commission and the United Nations Development Programme.



Faculty

Rajeev Sadanandan is a career civil service officer with specialization in health systems and health financing. He superannuated recently as Additional Chief Secretary to the government of Kerala. He held three terms as health secretary of Kerala. During these stints he initiated transformation of health systems with a focus on primary health care, designing and executing disease prevention and health promotion programmes, integrating social and epidemiological determinants to health care and applying technology to improve healthcare delivery. He was the CEO of RSBY, the India's national social health programme.



Rajeev had been involved in developing and managing the TB control programme, HIV/AIDS programme at the national and state level. He led on the development of Kerala's health insurance programme being implemented in partnership with Ayushman Bharat, Kerala Antimicrobial Resistance Strategic Action Plan and the Kerala Cancer Control Strategy. He also developed Kerala's programme for prevention and management of Non Communicable Diseases. Rajeev has held tenures in central government, worked for a brief stint in UNAIDS and has been a member of technical committees set up by UNAIDS and WHO as well other technical boards. He is currently one of the editors of WHO's Global Report on Cancer.

Faculty

Shanti Pantvaidya had been a medical teacher in Anaesthesiology for more than three decades, attached to the Lokmanya Tilak Municipal Medical College and Hospital. She headed the department of anaesthesiology for 19 years. She was instrumental in establishing many speciality anaesthesiology services, post surgical intensive cares and pain management clinic. She personally practiced cardiac anaesthesiology. Chaired the ethical committee of the college research society for 5 years.



She established the Emergency medical department .

Post retirement, she is engaged as Executive Director overseeing all health related programs of SNEHA, an organisation working for the health of vulnerable women and children living in the urban slums .

Faculty

Sundeep Kapila is co-founder and CEO of Swasth Foundation, a not-for-profit social enterprise committed to Health and Joy for All.

Sundeep has worked as a Management Consultant with McKinsey & Company for 7 years, where he specialized in the Healthcare and Development sectors.

In 2008, he left McKinsey to setup Swasth with the mission of building a sustainable and accountable health eco-system for the low income people in India.

Sundeep graduated with a B.Tech in Computer Science from IIT Bombay in 2001. Post that, he has undergone different programs to gain domain knowledge that is required to build a health eco-system. He has completed a Diploma of Associateship in Insurance, 2 years of Law Studies, M.D. in Alternative Medicine, a Yoga Instructor Certificate and is a Certified Professional Coach from the International Coaching Federation. In 2019, Sundeep has been selected as a Bernard Lown Scholar by the Harvard School of Public Health and for a Fellowship to the Skoll World Forum on Social Entrepreneurship.

Over the last 11 years, Swasth has setup a network of 24 Primary Health Care Centers across Mumbai that deliver high quality and accountable healthcare services in family medicine and dentistry to the urban poor, reducing their out-of-pocket expenditure by 50%. Swasth is now looking (1) to integrate secondary and tertiary care services in Mumbai on the foundation of a strong accountable Primary Health Care model and (2) to integrate the knowledge of Western medicine and Eastern sciences (eg Yog, Ayurveda) of well-being to develop a network of Community Based Wellness Center for the poor focused on chronic diseases like Hypertension and Diabetes.



Resource Persons

Anuska Kalita is the Coordinator and Specialist for the India Health Systems work at the Harvard T.H. Chan School of Public Health. She has worked in healthcare for more than 14 years in different capacities, ranging from funding and strategy to research and practice. Her work in conceptualizing and setting-up the Indian think-tank Health Systems Transformation Platform, has involved strategy-development, building partnerships with a range of local and international stakeholders (both from public and private sectors), and institution-building. Prior to this Anuska was consulting with the Bill and Melinda Gates Foundation to set up a think-tank focused on health systems design in India – the Health Systems Transformation Platform. She has worked with The World Bank Group in South Asia, and was a founding member of the ICICI Foundation for Inclusive Growth.



Rahul Reddy is a Senior Fellow at HSTP focusing on health financing policy research, coordinating government partnerships, institutional collaborations and capacity building initiatives. He is a medical doctor and public health professional with a decade of experience in health systems financing, advising the Union & State Governments, key policy making bodies and not-for-profits in India. He is credited for reviving and institutionalizing the National Health Accounts for India; designing National Health Mission strategies for improving resource allocations and public-private partnerships, enabling research in financing universal health coverage and measuring financial risk protection. His formative years involved working with RSBY outpatient healthcare innovations and managing the Joint Learning Network for Universal Health Coverage country teams in Asia and Africa.



Indian Flagship Course on Health System Strengthening and Sustainable Financing - 2019

	Day 1 August 19	Day 2 August 20	Day 3 August 21	Day 4 August 22	Day 5 August 23
9:30 – 11:00 Day 1 starts at 9:00	1a. Welcome and Introductions Gol Representatives LBSNAA HSTP Winnie Yip 1b. Overview of Flagship approach Michael Reich	Review and Pop Quiz 5. Health Financing Ajay Tandon	Review and Pop Quiz Strategic Purchasing Winnie Yip	Review and Pop Quiz 13. CASE: Political analysis - Pharmaceutical policy reform Michael Reich	Review and Pop Quiz Group Poster Presentations
11:00-11:30	BREAK				
11:30 – 13:00	2. Setting priorities for coverage expansion + Case Study Michael Reich	6. Health Financing (2) Ajay Tandon	10. Using Provider payment to improve efficiency and quality Winnie Yip	14. Experiences from PMI-JAY – focusing on strategic purchasing, provider payments, benefit design Indu Bhushan	Closing with certificate presentation
13:00-14:00	LUNCH				
14:00 - 15:20	3. Improving intermediate outcomes (quality, access, efficiency) Indranil Mukhopadhyay	7. Improving public budget management for improving public service delivery Avani Kapur Mita Choudhury	11. CASE: Provider Payment Mechanisms Winnie Yip	15. Organization control knob Winnie Yip	
15:20-15:30	BREAK				
15:30 – 17:00	4. Diagnosis: Identifying causes of performance problems Indranil Mukhopadhyay	8. Benefit packages - Choosing which services to cover and population to target, and implications for affordability, access and equity Jack Langenbrunner	12. Introduction to political analysis Michael Reich	16. Improving healthcare service delivery – experience sharing Shanti Pantwadya Sundeep Kapila Moderator: Winnie Yip	
17:00–18:00	GROUP WORK, Please refer to binder for instructions	GROUP WORK, Please refer to binder for instructions	GROUP WORK, Please refer to binder for instructions	GROUP WORK, Please refer to binder for instructions	
	Welcome Reception (19:30)	Panel Discussion: Role of State Leadership in Health Systems Reforms Rajeev Sudananandan Anil Ahuja Moderator: Michael Reich	Evening conversation: Building quality of care in primary health and improving health service delivery in Nepal Dan Schwarz	TIME FOR GROUP WORK AND PREPARATION OF PRESENTATIONS	

Flagship 2018 Experiences

Participants engaged in Group Work facilitated by Prof. Winnie Yip
Participants seen here: Mokir Ori (Director-Monitoring, Arunachal Pradesh); K Lego (Director-FW, Arunachal Pradesh); YW Ringu (Secretary-Finance, Arunachal Pradesh); Vikash Kesri (ADRI, Bihar); KN Jha (Mission Director-NHM, Jharkhand)



Participants attending a lecture session by Prof. William Hsiao

Participants attending a session facilitated by Prof. Indranil Mukopadhyay



Quotes From Participants

"Flagship Course is an important tool for designing the health systems. Routinely we don't analyze and forget about the ends we have to achieve, it helped keep these in focus and helped work backwards in achieving them."

- Secretary, Department of Health & Family Welfare, Odisha



"It has been an experience of a lifetime, in the span of four days. I could learn so much _ and got both a birds-eye and a worms-eye view. It was an excellent amalgamation of theory and practice. I will recommend this to the Chief Secretary. "

- Secretary, Department of Finance, Arunachal Pradesh

"I wish I had the opportunity of learning all this [-] when I joined. I could have done things differently. The [-] participation from Health and Finance is a powerful combination as it helps us speak the same language. I know I will now be able to understand their perspective better."

- Secretary Medical Health and Family Welfare, Uttar Pradesh



Notes



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