2025

HSTP

Forum for Health Systems Design & Transformation

4/27/2025

Index	
Section	**Page No**
1. Acknowledgement	3
2. Executive Summary	4
3. Introduction to WHS	5
4. About HSTP	6
5. HSTP role in implementing Health Financing	8
6. Rationale for selection of session	9
7. Alignment with the goals of WHS	9
8. Panel Selection & Distinguished Guest speakers.	10
9. Key Discussions	12
10. Events Highlights	14
11. Way Forward	15
12. Annexures Agenda Group Photographs	16

Acknowledgment

The success of the session, "Rethinking Health Financing: From Costs to Sustainable Investments," held on April 27, 2025, as part of the World Health Summit India 2025, would not have been possible without the invaluable contributions of numerous dedicated professionals and organizations committed to transforming health financing in India.

We would like to express our heartfelt appreciation to Dr. Dinesh Arora and Ms. Aastha Arora from the Asian Development Bank (ADB) for their steadfast support and commitment for the summit. Their active collaboration and exceptional coordination have been instrumental in driving this effort forward, helping to bridge connections and streamline processes.

We extend our sincere gratitude to the Dr. Indu Bhushan President, iLEAP who was the Chairperson of the session, a seasoned leader known for their extensive experience in public health administration, strategic health reforms, and digital health transformation. We also appreciate the efforts of the Dr. Sudha Chandrashekhar who was the Moderator of the session, a highly respected advisor of HSTP with a deep understanding of health system transformation and policy innovation.

Special thanks to the panelists, whose diverse perspectives—from global health financing to public-private partnerships and digital health solutions—greatly enriched the conversation, highlighting innovative approaches to achieving financial sustainability in health systems.

This session would not have been possible without the committed efforts of the HSTP team. We would like to sincerely acknowledge the invaluable support of Dr. Aman Kumar Singh, CEO, Health Systems Transformation Platform (HSTP), and Mr. Vineet Seth, CFO, HSTP, whose leadership and stewardship have been pivotal in steering this initiative forward. We extend our heartfelt appreciation to Dr. Deepti Sobat Tiwari for her visionary leadership and steady support, which played a key role in guiding and enriching the overall effort. We sincerely thank Dr. Anushree Trikha, for her dedicated efforts in preparing, coordinating and hosting the session with poise and precision. Mr. Dweepesh Ghosh for his technical support throughout the session. Our appreciation goes to Mr. Vibhu Tomar for his coordination efforts and seamless facilitation of operations behind the scenes. We extend our heartfelt thanks to the HSTP administration and finance team that played a pivotal role in this effort. A note of appreciation for Dr Jyoti Shandilya, Dr. Prerna Pandia and Dr. Priyanka Srivastava for support and for ensuring the smooth conduction and reporting of the session.

Thank you to everyone who contributed to making this session a success and for your ongoing commitment to advancing health outcomes in India and beyond.

Executive Summary

The World Health Summit 2025, held at Bharat Mandapam in New Delhi, brought together over 1,500 global health leaders from more than 50 countries, focusing on the theme of "*Finding Solutions for Global Health.*" The event served as a critical platform for advancing health systems, promoting innovations, and fostering cross-sectoral collaboration, particularly in the South Asian context. It highlighted India's emerging leadership in global health, emphasizing its contributions to vaccine equity, digital health transformation, and universal health coverage (UHC).

The Health Systems Transformation Platform (HSTP), a key participant at the summit, emphasized the need to rethink health financing from a cost-centred approach to a model focused on long-term sustainability and investment in human capital. The HSTP-led session, "*Rethinking Health Financing: From Costs to Sustainable Investments,*" spotlighted the importance of moving beyond short-term cost containment toward strategies that support resilient health systems. Key topics included the potential of AI in healthcare, digital health innovations, public-private partnerships, and equity-focused financing models.

Key insights from the summit include the need for strategic purchasing models that prioritize quality and efficiency, the importance of early detection for Ambulatory Care Sensitive Conditions (ACSC), and the critical role of data-driven decision-making in health financing. The launch of the WHO's "*Global Review of Value-Based Care*" further underscored the shift towards patient-centred, outcome-focused healthcare, aligning financial incentives with health outcomes for more sustainable systems.

The summit underscored the role of digital public infrastructure in transforming health systems, particularly through tools like ABHA IDs and Health Claims Exchanges (HCX), which improve transparency, traceability, and efficiency. Additionally, the event highlighted the need for inclusive health financing mechanisms that protect vulnerable populations, such as those in the informal sector and the elderly, ensuring that no one is left behind in accessing essential health services.

Introduction to World Health Summit

World Health Summit 2025 – Regional Meeting in Bharat Mandapam, New Delhi (April 27–30, 2025)-A Landmark Event in Global Health Collaboration. The World Health Summit 2025, Regional Meeting was held from April 27 to 30, 2025, at Bharat Mandapam in New Delhi, India, bringing together a distinguished cohort of leaders from government, academia, civil society, and the private sector to catalyse action on critical global health challenges. The meeting emphasized collaborative efforts for advancing health systems, innovations, and equity, with particular focus on the South Asian context. Hosted at the world-class Bharat Mandapam, the meeting created an unparalleled environment for high-level dialogue and the exchange of transformative health solutions.

A Platform for Action-Oriented Dialogue

Under the central theme of *"Finding Solutions for Global Health,"* the summit gathered over 1,500 global health leaders from more than 50 countries. The regional meeting focused on pivotal topics such as digital health, AI in healthcare, pandemic preparedness, health equity, and climate and planetary health. Key objectives included:

➢ Fostering innovative solutions to address the region's pressing health challenges.
➢ Promoting cross-sectoral collaboration to bridge the gap between science, policy, and practice.
➢ Building stronger, resilient health systems that are capable of withstanding future crises while advancing sustainable healthcare for all.

How India plays a leading Role in Global Health

Hosting the event in India underscored the country's growing leadership in the global health space. India's diverse health challenges, rapid digital health transformation, and its central role in achieving the UN Sustainable Development Goals were highlighted throughout the summit. The event spotlighted India's contribution to vaccine equity, primary healthcare delivery, and innovation in health financing and digital health systems.

The meeting was also a significant opportunity for stakeholders to learn from India's policy successes and programs, such as the Ayushman Bharat initiative and the National Digital Health Mission, which have set benchmarks for health transformation.

Key Highlights and Outcomes in the WHS

The regional meeting featured a series of keynote addresses, expert panels, and workshops that focused on critical areas for regional and global collaboration. These included:

➢ *Digital Health and AI*: Exploring the potential for AI and digital tools to revolutionize service delivery, particularly in resource-limited settings.
➢ *Strengthening Health Systems*: Sharing best practices on integrating equity-focused strategies into healthcare delivery systems.

➤ *Climate Change and Health*: Addressing the emerging threats of climate-related health crises, and fostering partnerships for climate-resilient health systems.

Sustainability Commitment

Aligned with its sustainability goals, the summit took deliberate steps to minimize its environmental footprint. Notably, the "Trees for WHS Participants" initiative continued, with one tree planted for every participant. The trees were planted in Uganda's Nakaseke District, promoting climate adaptation in local health facilities and empowering community health workers with climate-resilience knowledge.

A Strong Legacy of Collaboration

The WHS 2025 Regional Meeting left a profound legacy of collaboration, innovation, and capacity-building. By convening the most influential health leaders in one place, the meeting strengthened the global health dialogue and provided a critical platform for countries to exchange knowledge, build relationships, and co-create scalable solutions to improve health outcomes worldwide.

This meeting represents a new chapter in India's health leadership, reinforcing the country's commitment to advancing health equity and strengthening health systems across South Asia and beyond. Through collective action and sustained collaboration, the WHS 2025 Regional Meeting has undoubtedly laid the groundwork for a healthier, more equitable world.

This report offers an overview of the summit's impact and the Health Systems Transformation Platform's (HSTP) role in driving innovation and action at the event. We are grateful for the ongoing support from our donors, partners, and stakeholders whose commitment has enabled us to contribute meaningfully to this global health movement.

Introduction to Health Systems Transformation Platform

The Health Systems Transformation Platform (HSTP) is a not-for-profit organization registered as the *Forum for Health Systems Design and Transformation* under Section 8 of the Indian Companies Act, 2013. Incubated by the Tata Trusts and formally established in May 2018, HSTP is dedicated to generating and applying evidence to improve the quality, equity, and resilience of India's healthcare systems.

Vision:
A healthier and more equitable India driven by resilient, responsive, and evidence-informed health systems.

Mission:
To advance health policy and systems research that empowers policymakers, practitioners, and researchers to co-create and implement strategic solutions for improved health outcomes, equity, and system performance.

HSTP works closely with government and public health partners to design and implement high-impact, scalable solutions rooted in local contexts. Its focus spans critical areas including

Health financing, Human Resources for Health (HRH), Urban health, non-communicable disease (NCD) management, and Health systems governance. Active across multiple states—Odisha, Madhya Pradesh, Karnataka, and Meghalaya—HSTP combines research, technical assistance, and policy engagement to build stronger health systems.

Strategic Approach

HSTP adopts a systemic, collaborative, and implementation-oriented approach that combines high-quality research with deep field engagement. Its work is structured around four core pillars:

- *Evidence Generation and Research Translation*:
  Conducting policy-relevant, high-quality research and implementation studies to generate actionable insights.
- *Co-Designing Solutions with Governments*:
  Collaborating with state governments and health departments to identify systemic gaps and co-develop context-sensitive interventions.
- *Capacity Building:*
  Strengthening the capabilities of health practitioners, government officials, and researchers to adopt and scale evidence-based practices.
- Knowledge Dissemination and Policy Advocacy:
  Converting evidence into accessible knowledge products, policy briefs, and technical toolkits for national and sub-national adoption.

Priority Areas of Work

HSTP works across a wide range of health systems domains, with a focus on:

- *Health Financing and Strategic Purchasing:*
  Supporting states to optimize resource allocation, improve financial risk protection, and strengthen health insurance schemes.
- *Human Resources for Health (HRH):*
  Addressing workforce gaps through competency-based training, workforce planning, and capacity building.
- *Urban Primary Health Care:*
  Strengthening urban service delivery models to ensure inclusive, efficient, and integrated primary healthcare access.
- *Health Systems Governance:*
  Enhancing leadership, accountability, and governance frameworks at all system levels.
- *Non-Communicable Diseases (NCDs):*
  Supporting early detection, digital monitoring, and continuity of care for chronic conditions, particularly through digital innovations
- *Health Policy and Systems Research (HPSR) Fellowship:*
  A national-level initiative to build research capacity among mid-career public health professionals

Flagship initiatives:

- *SAMAGRA* Mother and Child Project in Mysuru
- *Urban primary healthcare system strengthening* in Mysuru, Bhubaneswar, and Bhopal
- Technical support to Odisha's *Gopabandhu Jan Arogya Yojana.*
- *Healthy City Action Plan* for Bhopal
- *Competency-building for paramedical staff & Doctors* by developing a competency assessment framework across Odisha and Madhya Pradesh
- *Leadership & Management Development for Medical Officers*-In partnership with IIM Calcutta, HSTP has created a Leadership & Management Program for in-service medical officers, enhancing their capacity to lead programs, manage teams, and drive service quality.

Through these initiatives, HSTP strengthens frontline capacities, supports data-driven decision-making, and fosters leadership—contributing directly to improved patient outcomes and accelerated progress toward Universal Health Coverage (UHC) in India.

HSTP role in Implementing Health Financing

Health Systems Transformation Platform (HSTP) is actively reimagining health financing in India by shifting the narrative from viewing health as a cost to positioning it as a strategic investment in human capital and national development. In a country marked by deep regional disparities, complex federal structures, and evolving public health needs, HSTP works to support governments in designing financing reforms that prioritize efficiency, equity, and sustainability.

HSTP has been providing technical Support to Government of Meghalaya by enhancing secondary care services by developing need-based plans, identifying resource requirements, and creating costed implementation strategies to operationalize specialist services in district and civil hospitals Conducting budget analysis to identify budget priorities, spending inefficiencies, and gaps in resource allocation, providing insights on resource prioritization and utilization strategies Collaborating to implement performance-based financing for healthcare through Internal Performance Agreements (IPA) across various levels of care.

Since November 2018, HSTP has been providing continuous support to the *Gopabandhu JANA AROGYA YOJANA* program in Odisha, leading to several evidence-driven improvements across clinical and programmatic domains. HSTP's collaboration with the Odisha Government has encompassed a wide range of activities, including producing knowledge products, conducting training sessions for clinical and program personnel, and offering tailored technical assistance to ensure the smooth implementation and expansion of the program. One of the key ongoing efforts is the documentation of a comprehensive case study on the transition of Gopabandhu JANA AROGYA YOJANA in Odisha. This case study, being developed in close collaboration with the WHO team, aims to highlight the program's evolution, challenges, and successes. The collaborative efforts between HSTP, WHO, and the Government of Odisha are expected to provide Continuous virtual discussions along with in-depth reviews between HSTP, WHO, and the Government of Odisha are capturing the program's impact on Odisha's

health insurance landscape. This case study will serve as a vital knowledge product, offering valuable lessons for other states and countries looking to implement similar health insurance scheme.

A study of *the Mukhyamantri Chiranjeevi Swasthya Bima Yojana* in Rajasthan, India was conducted by the support of HSTP and submitted as a dissertation thesis by a student under the mentorship of Dr Sudha Chandrashekhar. This report is an attempt to investigate the dichotomy by systematically investigating the various policy levers of the *MMSBY*, using a mixed methods approach.

Support to Bihar -A study on trends and differentials in health insurance coverage in Bihar was conducted by the support of HSTP and submitted as a dissertation thesis by a student under the mentorship of *Dr Sudha Chandrashekhar*. The study highlights the need for an inclusive health insurance system in Bihar that addresses coverage fluctuations and ensures fairness and sustainability, particularly for vulnerable populations.

Rationale for selection of Session

HSTP's session, "*Rethinking Health Financing: From Costs to Sustainable Investments*," was placed at the *World Health Summit 2025 – Regional Meeting* to spotlight the urgency of framing health financing as a catalyst for long-term development. The session addresses a critical global need: moving beyond short-term cost containment toward investment approaches that build resilient primary healthcare systems, improve financial protection, and support inclusive health goals. This session addressed key stakeholders from the World Health Organization (WHO), Asian Development Bank (ADB), World Bank, Bill & Melinda Gates Foundation, and National Health Authority (NHA) which had a unique blend of global insights and ground-level innovations, providing a holistic understanding of sustainable and inclusive financing models. Certain technological interventions highlighting India's digital health IDs *(ABHA), AI-driven fraud detection*, the *Health Claims Exchange (HCX), Ayushman Bharat* and *PM-JAY* provided compelling examples of scalable reforms that can be adapted by other low- and middle-income countries in improving efficiency and transparency in financing systems. These elements collectively made the session an ideal topic for inclusion in the World Health Summit.

Alignment with the Goals of the World Health Summit

The session closely aligned with the overarching goals of the *World Health Summit (WHS)*, which emphasizes global collaboration, equitable health systems, and innovative approaches to solving complex public health challenges. A core theme of the WHS is advancing Universal Health Coverage (UHC) and this session contributed directly to that by focusing on how nations can sustainably finance healthcare services, especially for underserved and economically vulnerable groups. By showcasing strategies such as gatekeeping mechanisms, digital claims management and data-driven risk management, the session supported the WHS goal of strengthening health systems to be more resilient, efficient and patient-centred.

Moreover, the session resonated with the WHS commitment to *health equity* by highlighting the importance of protecting the poor from catastrophic health expenditures and ensuring inclusivity in coverage schemes. The discussion promoted the idea of multistakeholder collaboration—another central pillar of WHS—by featuring perspectives from global health institutions, development banks, policymakers, and digital health innovators. Importantly, the session underlined the role of digital public infrastructure and AI in transforming health financing, thereby contributing to the WHS agenda on innovation and technology-enabled health reforms. In essence, the session encapsulated WHS's vision of health as a global public good and offered actionable insights into how financial and technological systems can be reengineered to deliver equitable and sustainable health outcomes.

Panel Selection

A multi diverse panel was carefully curated to represent a diverse yet highly experienced group of leaders from global organizations, national institutions, and technical bodies, ensuring a comprehensive and multifaceted discussion on sustainable health financing. Each panelist brought a unique perspective grounded in hands-on policy design, implementation, and system-level reform.

Chairperson

Dr. Indu Bhushan is the *President of iLEAP (India Lead Elimination Action Partnership)*, promoted by the *Pahle India Foundation*. He is *Senior Associate* with the Bloomberg School of Public Health at Johns Hopkins University and a *Senior Advisor* for Asia Pacific with BCG. As the Founding *CEO of National Health Authority (NHA)* and the leader of the *Ayushman Bharat – PM-JAY scheme*. *Dr. Bhushan* has played a transformative role in India's health financing landscape. His leadership in designing and operationalizing one of the world's largest public health insurance schemes provides a strong foundation for strategic discourse on sustainable health investments.

Moderator

Dr. Sudha Chandrashekhar is an Advisor at the Health Systems Transformation Platform (HSTP). She collaborates extensively with the Ministry of Health and state governments including *Karnataka, Odisha, Meghalaya, Madhya Pradesh and Kerala*. Her work focuses on advancing Universal Health Coverage (UHC), especially in strengthening the links between AB-PMJAY and Ayushman Arogya Mandir. Her in-depth engagement in health systems reforms and purchasing strategies makes her a fitting moderator for a session on health financing innovations.

Distinguished Speakers

Dr. Dinesh Arora

He is the Principal Health Specialist at the *Asian Development Bank (ADB)*. He served as the Founding Deputy CEO of the NHA, where he played a key role in launching the *AB-PMJAY* and laying the foundation for the *Ayushman Bharat Digital Mission*. He also held strategic

roles at *NITI Aayog*, where he worked on equity-focused health reforms and public-private partnerships. His prior leadership in Kerala's health reforms and quality assurance initiatives further enhances his depth in strategic health financing.

Shri Kiran Gopal Vaska

He is the Additional CEO of the *National Health Authority*. Previously, he served in the Government of Madhya Pradesh, where he led key initiatives as Mission Director for the National Health Mission and held charge of power and trade facilitation roles. His experience straddles administrative leadership and public service delivery, relevant to scaling and financing health initiatives.

Ms. Jyoti Yadav

Ms. Jyoti Yadav is Joint Secretary at the NHA. A *senior IAS officer*, she has served in various administrative capacities, including roles in the Government of Uttarakhand such as *Additional Secretary for Tourism & Culture, MD of GMVNL,* and CEO of the Uttarakhand Tourism Development Board. Her governance experience and understanding of state systems contribute to nuanced perspectives on implementing and sustaining health financing programs.

Ms. Sheena Chhabra

Ms. Chhabra is a Senior Health Specialist at the *World Bank*, working in the South Asia region on Health, Nutrition, and Population. She leads technical advisory services for India's National Health Financing Programme and manages programs like the Enhanced Service Delivery and Uttarakhand Health Systems Development Projects. Her leadership over 25 years spans global organizations, including roles at ACCESS Health, GVK EMRI, Dell, and Philips, bridging health policy and digital innovation.

Mr. Siddhartha Bhattacharya

Mr. Bhattacharya is the Secretary General of *NATHEALTH* – the Healthcare Federation of India. With over two decades of leadership in health, technology, and public-private partnership ecosystems, he has held positions in companies such as Dell and Philips and was CEO for IT and PPP infrastructure initiatives in Kerala. He brings critical insights into private sector engagement and industry-government collaboration in health financing.

Dr. Priyanka Pandit

Dr. Pandit serves as Health Systems Officer with the *World Health Organization (WHO)*, supporting the Government of Rajasthan in implementing the Mukhya Mantri Ayushman Arogya Yojana. She has previously worked with the Ministry of Health and Family Welfare and helped launch the HIMCARE scheme in Himachal Pradesh. Her work focuses on strengthening health systems and facilitating access to care under UHC frameworks.

Apart from the Panelists, *Ms. Ayako Inagaki*, Senior Director, Human and Social Development at the ADB, shared her reflections on the unique composition of the panel. She noted that it was encouraging to witness the diverse hierarchy represented, with senior members and key stakeholders from esteemed ministries coming together for a constructive dialogue. Ms. Inagaki emphasized that this collaborative approach is crucial for driving meaningful change in the health financing landscape. She suggested that a follow-up roundtable with the same panelists would be valuable, providing an opportunity to build on the insights shared and strengthen collaborative efforts moving forward.

Key Discussions

Dr. Sudha Chandrasekhar opened the session by warmly welcoming the participants and setting the stage for an engaging discussion on rethinking health financing. She underscored the importance of moving beyond the conventional view of health financing as a cost, instead presenting it as a strategic investment in human capital and societal resilience. She highlighted the critical need for innovative strategies like AI-driven fraud detection and robust public-private partnerships to optimize financial efficiency. Concluding her introduction, Dr. Sudha invited Dr. Indu Bhushan to share his insights, seamlessly passing the baton for the next segment.

Dr. Indu Bhushan in his introductory remarks drew from his extensive experience in health financing, reflecting on the pivotal role of strategic investments in building resilient health systems. He pointed out that over 4.5 billion people globally still lack effective health coverage, with out-of-pocket expenses pushing millions into poverty each year, a pressing challenge that requires urgent financial reforms. Dr. Bhushan emphasized the importance of leveraging digital infrastructure, AI-powered risk modelling, and innovative public-private partnerships to reshape the financial architecture of health systems, encouraging a shift from cost-centric to investment-driven models. With this strategic framing, he invited the first set of panelists to share their perspectives, laying the groundwork for a dynamic and solution-oriented dialogue.

The discussion commenced with *Dr. Dinesh Arora*, who, alongside *Ms. Ayako Inagaki*, tackled the critical role of strategic purchasing, data-driven monitoring, and incentivization in ensuring quality care across all levels of healthcare delivery. Dr. Arora emphasized that health financing should focus on providing access to quality healthcare through strategic purchasing and data-driven decisions. He stressed the importance of aligning financial incentives with health outcomes to ensure long-term sustainability. Building on this, he posed a critical question about the integration of health financing with broader health system goals, seamlessly inviting Sh. Kiran Gopal Vaska to share his insights.

Sh. Kiran Gopal Vaska picked up this thread, focusing on the integration of the ABHA ecosystem with existing Ministry of Health and Family Welfare (MoHFW) schemes, including Ayushman Arogya Mandirs, to enable a seamless continuum of care. He highlighted the transformative potential of the ABHA-ID as a significant healthcare reform, noting that it plays a critical role in streamlining patient health records under PMJAY and ABHA, as most of these records overlap. He further discussed how the entire PMJAY framework is built on a well-organized Health Claims Exchange system, which is crucial for efficient claims processing.

His reflections on data-driven financial planning provided a natural segue to Ms. Sheena Chhabra, who would later address the importance of managing specific health conditions within this broader framework.

Ms. Sheena Chhabra then addressed the importance of identifying and managing Ambulatory Care Sensitive Conditions (ACSC) at the primary care level. She noted that early identification of ACSC can significantly reduce the financial burden on patients and healthcare facilities, while also lowering mortality and morbidity rates. Chhabra emphasized that partnerships with the private sector are crucial for the success of large-scale health programs like PMJAY and ABDM. Her emphasis on proactive care strategies naturally led to the next segment, as she raised the need for supportive policies to encourage private sector participation—a point picked up by Mr. Siddhartha Bhattacharya.

Mr. Siddhartha Bhattacharya then elaborated on the barriers to private sector participation in health financing. He pointed out that private sector investors typically consider factors like sustainability, convenience, flexibility, and predictability before committing to the healthcare sector. He emphasized the need for a more supportive policy environment to attract private capital into health financing, aligning his insights with Chhabra's call for collaborative frameworks and innovative financial models. This naturally set the stage for Ms. Jyoti Yadav, as Mr Bhattacharya pointed out the importance of connecting health financing to broader health outcomes, encouraging a data-driven approach.

Ms. Jyoti Yadav took the discussion forward by focusing on the financial sustainability challenges in expanding health insurance coverage, particularly for Above Poverty Line (APL) populations like senior citizens. She emphasized the need for connecting health financing with health outcomes, strategic purchasing guided by data, and integrated health system financing as tools for equity. She also highlighted the critical role of public-private partnerships in expanding coverage and improving financial sustainability. This set the stage for a global perspective on financing, perfectly introducing Ms. Priyanka Pandit remarks.

Ms. Priyanka Pandit concluded the session by discussing emerging global health financing trends. She emphasized the importance of transitioning from traditional, input-based budgeting to more flexible, outcomes-oriented approaches. This includes adopting robust monitoring and evaluation systems, shifting from volume-based to value-based healthcare, and fostering integrated, coordinated care models. Ms. Pandit highlighted the critical need for innovative financing mechanisms that address climate risks, particularly in low-resource settings, to enhance the financial resilience of health systems. In doing so, she reinforced the importance of aligning financial incentives with measurable health outcomes, echoing the earlier insights shared by Dr. Arora and Sh. Vaska, effectively bringing the discussion full circle.
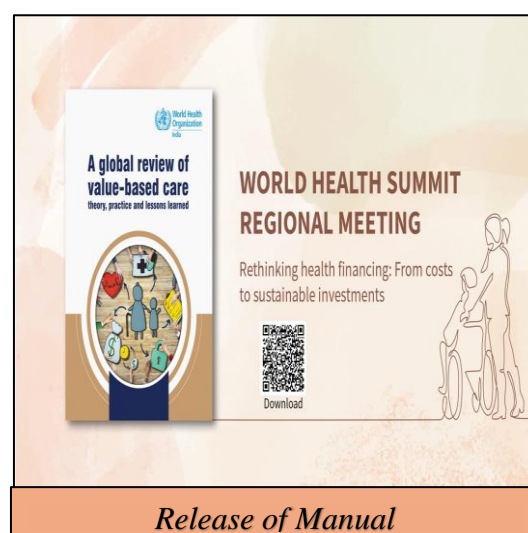
Dr. Sudha gave the closing remarks & thanked the panelists and participants for their valuable insights, noting that the session had successfully outlined a roadmap for transforming health financing into a sustainable and impactful force for global health. Dr. Bhushan concluded the session by emphasizing the need for continued collaboration, innovation, and strategic planning to achieve universal health coverage and financial resilience in healthcare.

All the above discussions highlighted the importance of strategic purchasing and incentivization in ensuring high-quality healthcare delivery. Digital health identifiers like ABHA ID are crucial for efficient service delivery and claims management, enhancing the overall patient experience. Early identification of Ambulatory Care Sensitive Conditions (ACSC) at the primary level can significantly reduce healthcare costs by preventing complications and unnecessary hospitalizations. Additionally, achieving financial sustainability in healthcare systems requires integrated, data-driven approaches that connect health outcomes to financing decisions, ensuring more effective resource allocation. Furthermore, encouraging private sector participation in health financing can be made more attractive by emphasizing sustainability and predictability, fostering a more resilient and inclusive healthcare ecosystem.

Events Highlights

Launch of the Value-Based Care (VBC) Document at the World Health Summit 2025 – Regional Meeting

A landmark moment unfolded during the World Health Summit 2025 – Regional Meeting with the official launch of the document titled *"A Global Review of Value-Based Care: Theory, Practice, and Lessons Learned."* This event brought together high-level stakeholders including representatives from the World Health Organization (WHO), Government of India, public health institutions, development partners, and academic bodies to initiate a deeper conversation on transforming healthcare financing and delivery through the lens of value-based care (VBC).

Release of Manual

The document, released by WHO India, offers a comprehensive review of value-based care approaches from around the world, showcasing successful models, contextual challenges, and transformative outcomes. It positions VBC as an essential framework for health systems striving to improve patient outcomes, enhance care quality, and optimize resource allocation. The document goes beyond theory by distilling practical lessons from global and local experiences, and articulates a set of guiding principles that policymakers, health administrators, and practitioners can adopt to embed value across service delivery mechanisms.

The launch event emphasized the need to move away from traditional volume-driven, input-based models of healthcare financing toward a system that emphasizes patient-centered outcomes, equity, and accountability. Speakers underscored that aligning financial incentives with health outcomes is critical to ensuring sustainable health systems, especially in resource-constrained settings like India. The discussion highlighted the importance of engaging frontline providers, establishing robust data systems to measure outcomes, and fostering cross-sectoral collaboration for operationalizing VBC frameworks at scale.

In addition to providing an analytical overview, the document is intended as a call to action—urging stakeholders to invest not just in services, but in mechanisms that deliver measurable, long-term value for patients and communities. The session also provided attendees with a digital access point through QR code distribution, encouraging widespread dissemination and institutional engagement with the publication.

This launch reflects WHO India's and its partners' broader commitment to rethinking health financing—not simply as a cost but as a strategic investment in population health, system resilience, and universal health coverage (UHC). It set the stage for continued dialogue, experimentation, and implementation of value-based models tailored to India's diverse health system landscape.

Way Forward-

To build on the momentum generated at the World Health Summit 2025, several critical steps must be prioritized. First, scaling digital health innovations, such as ABHA IDs and HCX, will be essential for improving healthcare delivery and patient outcomes. Investing in digital infrastructure that supports data-driven decision-making and continuity of care is crucial for building resilient health systems. Additionally, promoting value-based care can drive efficiency and quality, shifting the focus from volume-based to outcome-driven healthcare. Leveraging data analytics and AI will further optimize resource allocation, ensuring better patient experiences and financial sustainability.

To ensure health equity, policies must be developed to protect vulnerable populations from catastrophic health expenditures. This includes promoting inclusive coverage schemes that reduce financial barriers to care and ensure no one is left behind. Building capacity for strategic purchasing is another critical priority, aligning financial incentives with quality and efficiency to improve overall healthcare performance. Finally, ongoing monitoring and evaluation are necessary to assess the impact of health financing reforms, ensuring continuous improvement and accountability. Global collaboration and knowledge sharing will be key to adapting best practices from successful health systems worldwide, reinforcing the collective mission for a healthier, more equitable world.

The summit also provided a valuable platform to showcase our thought leadership in health financing and strengthen partnerships with key stakeholders like WHO, World Bank, and National Health Authority (NHA). It enabled us to share our experiences in designing strategic purchasing models, leveraging digital health solutions, and promoting equity in healthcare. This engagement not only reinforced our credibility but also opened doors for future collaborations, project funding, and cross-country learning opportunities. Going forward, we will focus on translating the insights gained from the summit into actionable strategies that drive long-term impact, supporting the transition towards more resilient, inclusive, and data-driven health systems in India and beyond.

Annexure-1
Session Agenda

Time	Topic	Speaker
10:45 – 10:50 AM	**Welcome & Introduction of Session**	**Dr. Anushree, HSTP**
10:50 – 10:55 AM	**Session Overview & Panel Introduction**	Dr. Sudha Chandrashekhar, HSTP
10:55 – 11:00 AM	**Opening Remarks & Session Framing**	Dr. Indu Bhushan, Former CEO, NHA
11:00 – 11:5AM	**Panel Discussion** (Moderated by Dr. Sudha Chandrashekhar)	All Panelists (as listed) - Dr. Dinesh Arora, Principal Health Specialist at the Asian Development Bank (ADB). - Shri Kiran Gopal Vaska, MoHFW - Ms. Jyoti Yadav, NHA - Ms. Sheena Chhabra, World Bank - Mr. Siddhartha Bhattacharya NATHEALTH - Dr. Priyanka Pandit, WHO
11:50 – 12:00 PM	**Launch of WHO Global Review on Value-Based Care**	Dr. Sudha and Dr Indu Bhushan
12:00 – 12:10 PM	**Closing Reflections**	Dr. Indu Bhushan
12:10 – 12:15 PM	**Vote of Thanks & Group Photograph**	Dr. Anushree

Annexure-2

Few Glimpses from Panel Discussions