

قرار

Resolution

**REGIONAL COMMITTEE FOR THE
EASTERN MEDITERRANEAN**

**EM/RC66/R.4
October 2019**

**Sixty-sixth Session
Agenda item 3(c)**

Introducing the framework for action for the hospital sector in the Eastern Mediterranean Region

The Regional Committee,

Having reviewed the technical paper on introducing the framework for action for the hospital sector in the Eastern Mediterranean Region;¹

Acknowledging global and regional commitments to universal health coverage including the 2030 Agenda for Sustainable Development, the Salalah Declaration on Universal Health Coverage (UHC) of September 2018, the Astana Declaration on Primary Health Care of October 2018 and the Political Declaration of the United Nations High-Level Meeting on Universal Health Coverage of September 2019;

Acknowledging the damage and disruption to hospital systems and services resulting from emergencies, including conflict, natural disasters, and outbreaks;

Recalling resolutions WHA69.24 on strengthening integrated, people-centred health services, EM/RC59/R.3 on health systems strengthening in countries of the Eastern Mediterranean Region: challenges, priorities and options for future action and EM/RC60/R.2 on universal health coverage;

Emphasizing the importance of the role of the hospital sector in achieving UHC and contributing to implementing the vision for primary health care in the twenty-first century;

Convinced of the need for a renewed focus on hospital roles, functions and operations through an integrated and people-centred lens;

- 1. ENDORSES** the framework for action for the hospital sector in the Eastern Mediterranean Region (which is annexed to this resolution).
- 2. CALLS ON** Member States to:
 - 2.1 Ensure political commitment to planning and implementing people-centred hospitals, to move towards universal health coverage;

¹ EM/RC66/5.

- 2.2 Use the regional framework for action as guidance to develop/update and implement a national hospital sector strategy, and engage all stakeholders and guide the policy dialogue on transforming the hospital sector in the country;
- 2.3 Ensure the availability of adequate financial, human, technological and technical resources to implement the national strategy on strengthening the hospital sector through a robust resource planning and budgeting process;
- 2.4 Monitor and evaluate hospital sector performance and progress in implementing the national hospital sector strategy, and document lessons learned;

3. REQUESTS the Regional Director to:

- 3.1 Provide technical support to Member States in building capacity for the development and implementation of a national hospital sector strategy as part of the national health strategy;
- 3.2 Support Member States to implement proposed strategic interventions;
- 3.3 Facilitate regional and country-specific policy dialogues on reforming the hospital sector in line with the framework for action;
- 3.4 Assist Member States to build management capacities in the hospital sector;
- 3.5 Support countries to ensure their hospitals are resilient during emergencies, and can build back better following emergencies;
- 3.6 Report to the 68th and 70th sessions of the Regional Committee on progress towards implementation of the regional framework for action.

Annex 1. Framework for action for the hospital sector in the Eastern Mediterranean Region

Strategic interventions at the system level			
Domain	Subdomain	Action by countries (strategic/policy interventions)	Support from WHO and other development partners
Vision		<ul style="list-style-type: none"> • Formulate/update a vision to transform the hospital sector and reaffirm its contribution to the health system (i.e. towards achieving universal health coverage and contributing to the SDGs). • Develop/update and implement a national policy/plan for the hospital sector, aligned with the overarching national health policy/strategy, in the context of the regional framework for action and based on population health needs assessment. • Institutionalize mechanisms to engage stakeholders in developing the vision and strategic policy/plan regarding a renewed role for the hospital sector. • Frame the expected roles and positions for hospital subsectors (e.g. first-level referral hospitals, general hospitals, teaching hospitals, private and nongovernmental organization hospitals), allowing tailoring to local specificities. 	<ul style="list-style-type: none"> • Facilitate convening of stakeholders for dialogue on the vision and strategy for hospital transformation. • Develop national capacities in hospital planning, leadership and management. • Provide technical support to develop/update national hospital strategic plans in the context of the regional framework for the hospital sector.
Design	Institutions	<ul style="list-style-type: none"> • Map the territory and define “catchment areas” (clusters) around which to build hospital networks. • Develop institutional mechanisms to ensure equity in access to hospital services for the whole population. • Establish governance structures with clear population-based responsibilities and with a role to ensure the coordination of services. • Strengthen hospitals’ accountability to the public and create governance boards on which the community is represented. • Gradually increase the responsibility and autonomy of public hospitals while ensuring full alignment with legal, regulatory and policy instruments. • Support synergies and collaboration between public and private health care providers within a clearly defined legal, regulatory and accountability structure. 	<ul style="list-style-type: none"> • Share global experience, evidence and good practices in transformation and strengthening of the hospital sector. • Support countries to develop, implement and institutionalize a universal health coverage priority benefit package (UHC-PBP) including hospitals at different levels. • Provide technical support to strengthen hospital governance at the national and local levels. • Build capacity in assessing, regulating and partnering with private sector hospitals. • Assist in developing regulations and national policies/strategies for hospital quality of care and patient safety. • Facilitate networking with regional and global entities working on hospital care, planning and management.
	System architecture	<ul style="list-style-type: none"> • Develop hospital service packages and standards for hospitals across different settings and levels. • Develop/improve a comprehensive national referral and counter-referral system. • Generate and institutionalize coordination mechanisms across different levels and types of services (e.g. integrated care pathways, standardized protocols) and create incentives for their implementation. • Reorient the model of care, introduce cost-effective approaches to hospital admissions (e.g. more day care and ambulatory care, home and community/primary care), adopt new technologies and promote outreach activities. • Use macro decision-supporting tools such as needs assessment, feasibility studies, health technology assessment and cost analysis. • Prepare national disaster management plans and develop guidelines for the health system including the hospital sector. • Take the consequences of damaging events as an opportunity to rebuild a more equitable hospital sector as part of the overall health system. 	
	Regulation	<ul style="list-style-type: none"> • Develop/strengthen (re)licensing regulations for both public and private health facilities and for health care providers. • Use (simultaneously) a mix of regulatory instruments to ensure hospital quality of care and patient safety. • Develop/update and implement a policy/plan for infection prevention and control programmes at national and local levels along with a well-designed surveillance system for health care-associated infections. • Develop/strengthen regulations to enforce patients’ and relatives’ rights and give them a voice. • Strengthen the ministry of health’s enforcement capacity in licensing, legal authority, monitoring and feedback. • Set regulations to develop/update nationally approved evidence-based guidelines, protocols and standards for hospital services. 	

Strategic interventions at the system level			
Domain	Subdomain	Action by countries (strategic/policy interventions)	Support from WHO and other development partners
	People and participation	<ul style="list-style-type: none"> • Institutionalize mechanisms to engage patient representatives, civil society organizations and local representatives in hospital sector governance, planning and monitoring. • Develop health literacy and patient education programmes to empower and engage people in their care process. • Include performance goals and measures related to community participation and patient rights within the performance dashboard. 	
Drivers	Payment system	<ul style="list-style-type: none"> • Design relevant payment systems to pay for the different functions of hospitals (elective, emergency, outpatient, health promotion, and so on) in an effective, efficient and equitable way. • Develop systems that allow a transparent and efficient resource allocation process across different levels of the health system and across various hospitals, with proper financial monitoring mechanisms. • Link hospital payment systems to performance (e.g. quality, efficiency, equity and integrated people-centredness) incentive mechanisms. • Build a system that promotes a cost-conscious culture among managers and optimizes resource utilization. 	<ul style="list-style-type: none"> • Support development of appropriate payment systems for the hospital sector. • Build capacities in health financing and financial management of policy-makers, hospital directors and relevant cadre. • Build capacity in performance monitoring of the hospital sector at the national and local levels. • Share international/regional networking and proposals for mobilizing funds. • Develop a framework for costing and tariff setting for hospital services.
	Monitoring and feedback	<ul style="list-style-type: none"> • Develop a comprehensive multidimensional performance dashboard for hospitals to report to relevant governing bodies. • Build/expand mechanisms and institutional arrangements for monitoring and evaluation of progress towards implementation of the national strategic plan for the hospital sector. • Develop/enhance public reporting of hospitals' performance (e.g. quality, safety and patient experience). • Develop a system to monitor professional negligence and misconduct in order to improve safety/quality of care, and ensure the system is effectively implemented at the facility level. 	
Enablers	Infrastructure and technologies planning	<ul style="list-style-type: none"> • Define policies to ensure all hospitals have standard environmental conditions, available essential commodities, and adequate deployment of health care workers. • Develop norms/standards to design and build safe and resilient hospitals in alignment with related regulations. • Rationalize capital investment planning and ensure long-term sustainability. • Ensure the sustainability of hospitals beyond initial investment by systematically allocating sufficient maintenance budgets and integrating flexibility into hospital design to adapt to technologies, models of care and users' needs and preferences. • Consider investing in technologies enabling the population to benefit from specialized care in remote areas (telemedicine and mobile health). • Steer specific policies to push hospitals to become environmentally friendly. 	<ul style="list-style-type: none"> • Share global experience, evidence and good practices in strengthening the hospital sector. • Provide technical support and guidance on hospital management training programmes and professionalization of management. • Provide technical support to develop and enhance health/hospital information systems and medical records. • Provide technical support to develop/enhance a national/local hospital workforce plan. • Facilitate networking with regional and global entities working on hospital care, planning and management.
	Workforce policies	<ul style="list-style-type: none"> • Enhance the national hospital sector staffing plan (quantity, skill mix and quality), recruitment, distribution and retention as part of the national health workforce strategic plan. • Establish incentive-based payment systems for hospital staff aiming to enhance quality, efficiency and productivity. • Develop/enhance a system to mandate in-service continuous professional development and competence building for hospital staff. • Build leadership and managerial capacity in hospital management and develop conditions for professionalization of management. • Promote teamwork and collaboration across care settings by integrating opportunities for educational outreach and staff rotation between care levels in health workforce policies. 	
	Information systems	<ul style="list-style-type: none"> • Establish integrated information systems to gather data on resources, activities and outcomes as a prerequisite for sound management, planning and strategic purchasing of hospital services. • Develop information technology infrastructures and standards that allow inter-institutional information flow (interoperability). • Develop/enhance electronic medical records. 	

Strategic interventions at the facility level		
Domain/ subdomain	Action by countries (strategic interventions)	Support from WHO and other development partners
Mission and scope	<ul style="list-style-type: none"> Reaffirm the hospital's expected role in maintaining the health of the served community and confirm its role in the local health system. Develop a culture of service whereby hospital providers are serving the public, respecting a clear code of conduct and working together to address health needs in the most efficient way. 	<ul style="list-style-type: none"> Facilitate networking among hospital leaders in the Region.
Institutional arrangements	<ul style="list-style-type: none"> Align the organizational strategy with the national health strategy, taking the specificities of the local health system into consideration and working closely with local health authorities. Ensure that the governance board and its committees fully execute their mandates, on a regular basis, in a context of gradually earned autonomy. Create mechanisms to effectively engage hospital staff, particularly clinical teams, in hospital management/performance improvement plans. Develop coordination mechanisms with all health system partners (primary care providers, pre-hospital services, rehabilitation and long-term care providers) to establish formal collaboration, design patient and information flows, and adopt corresponding incentives. Adapt service delivery approaches to respond to changing health needs and technological evolutions (e.g. day care and same-day admissions). Explore possibilities to ensure access to the most vulnerable populations (leaving no one behind). Increase participation by citizens, beneficiaries and patients in hospital planning, supervision and decision-making. Create spaces and mechanisms whereby patients, beneficiaries and the population can express their preferences/complaints and contribute to community-supported governance, and develop information, programmes and tools for patient education. Reaffirm and enforce a code of conduct and code of ethics, including a patients' rights charter. 	<ul style="list-style-type: none"> Share global experience, evidence and good practices in strengthening the hospital sector. Provide technical support to strengthen hospital governance and accountability.
Governance Service design Engaging people		
Organizational processes	<ul style="list-style-type: none"> Introduce/enhance quality and safety improvement programmes (set objectives, develop reporting and monitoring systems, and provide incentives). Consolidate and improve the functioning of hospital committees by setting clear roles and responsibilities and ensuring accountability. Adopt or develop clinical/non-clinical guidelines, clinical pathways, protocols and standardized procedures, and enforce their implementation. Adopt and implement the WHO Patient Safety Friendly Hospital Initiative. Develop/update and implement core components of an infection prevention and control programme in hospitals, in line with national plans. Adopt a continuous improvement culture and initiate and support bottom-up innovation processes. Distribute responsibilities and decision-making power closer to the care delivery units. Develop and implement hospital emergency and disaster preparedness and response plans (approved, tested and with trained staff). Establish and implement a comprehensive performance monitoring system, and distribute responsibilities accordingly. 	<ul style="list-style-type: none"> Provide technical support on quality improvement and implementation of the WHO Patient Safety Friendly Hospital Initiative. Build capacity in monitoring of performance of hospitals.
Process design Organizational culture Monitoring and feedback		
Management functions	<ul style="list-style-type: none"> Improve facility and asset management (e.g. improve maintenance programmes – adopt equipment inventories and apply life-cycle management). Promote a clean and safe environment and ensure safe waste disposal and management. Link the budgetary process with the hospital's goals and objectives. Establish strategies/procedures for utilization review, cost monitoring and cost containment with an accurate reporting system. Adopt adequate staffing and staff management standards, and develop career paths and continuous professional development programmes. Improve staff recognition and rewards for good performance. Develop leadership and management capacities at all levels and stimulate collaborative work approaches. Provide a work-friendly and safe working environment and adopt safety and security measures. Optimize supply chain management supported by effective contingency plans. Adapt information systems to the needs of inter-professional/intra- and inter-institutional care pathways. Use information technology/technological advances, customized to the hospital's configuration and needs, as tools to improve performance. Develop/improve a standardized medical record system in hospitals. 	<ul style="list-style-type: none"> Build capacity in leadership and management of hospitals. Provide technical support on human resource management. Provide technical support to develop and enhance hospital information systems and medical records.
Infrastructure and facility management Financial management Human resource management Supply chain management Information management		