Understanding the meaning of Health Governance and the Role of PHC Facility Governance Structures

Facilitators: Elise Levendal, Angela Ogle
Introductions
What is your name?
What is the meaning of your name?
What is your interest in this workshop?
“It is the end of the Programme. Imagine you are going home and reflecting on why it was such a good Programme. What had happened to make it such a success?”
This workshop

The aim of this workshop is to explore and contextualise the meaning of Health Governance through focusing on the role and functions of PHC Facility Governance Structures.

The Learning goals for the workshop:

• To demonstrate an understanding of the legislative and policy origins for the Governance of the Health system
• To understand the meaning of Health Governance within the National Health System
• To understand the role and function of PHC Facility Governance Structures through exploring various national, international and provincial legislation and policy guidelines
1. Introductions of Facilitators and Participants
2. Creating a learning environment
3. The Legislative and Policy Framework for Governance in South Africa
4. The Health Governance Paradigm
5. Governance and governance structures theories and models
6. Explaining and discussing the Background and Progress of HST’s Governance Work
Facilitator Goal

• To accompany the Participants on this journey by guidance, inclusiveness and the integration of democratic values to explore and contextualise the meaning of Health Governance through the role and functions of PHC Facility Governance Structures
Rules of Engagement

• Having a positive attitude towards participation

• Participate appropriately

• Listening actively and constructively

• Cooperate to contribute to the goals of the programme
Policy:
A policy outlines what a government ministry hopes to achieve and the methods and principles it will use to do so. It states the goals of the ministry. A policy document is not a law, but it will identify new laws that are needed to achieve its goals.

Law:
A law sets out the standards, procedures and principles that must be followed. If a law is not followed, those responsible for breaking the law can be prosecuted. Laws are guided by government policies.
Which are these buildings and where are they?
The three arms of government

**LEGISLATURE**
(makes laws)
- Parliament
- National Assembly and National Council of Provinces

**EXECUTIVE**
(rules the country)
- President, Cabinet and Ministers

**JUDICIARY**
(court system)
- Constitutional Court and Supreme Court
The Legislative and Policy making Process

a.
• In South Africa it is required that all women consult with their partner before legally terminating her pregnancy;

• In South Africa it is suggested that all women consult with their partner before legally terminating her pregnancy;

b.
• All children must be immunised against polio, whooping cough, diphtheria

• All children could be immunised against polio, whooping cough, diphtheria
Making laws and policies

• Making new laws and policies is usually a very slow process involving a number of stages during which key issues are debated and negotiated before being finalised as official government policy or before being passed as a law.

• It can take a few years before a proposed law or policy is implemented and before its impact is felt on the ground.
The Constitution of South Africa

- **Chapter 1.** Section 2
- **Chapter 2.** Section 27 (1)
- **Chapter 2.** Section 27 (2) (3)
- **Chapter 3.** Section 40 (1) (2)

Chapter 4. Section 73, 74, 75
Chapter 4. Section 76, 77, 78
Chapter 4. Section 79, 80, 81, 82
The Constitution of the Republic of South Africa is adopted.

Policy for the Development of a District Health System for South Africa is released.

The White Paper on the Transformation of the Health System in South Africa is released. It outlines the government’s broad health policy and plan to:

- Develop a single, **unified National Health System** to deliver quality health care to all
- Ensure that national, provincial and district levels play different but complementary roles in the health system
- Ensure that **districts** are the central place for health care delivery
- Provide an integrated package of **Primary Health Care (PHC)** services to the population
- Unite **public and private sectors** to promote these common goals.

The National Health Act (NHA) No 61 is passed, with the main aims being to:

- Unite all the elements of the NHS
- Provide a system of **cooperative governance and management** of health services
- Ensure that each province, municipality and health district delivers **quality health care services**
- Establish an NHS based on **decentralised management**, equity, efficiency, sound governance, internationally recognised standards of research, and participation
- Promote a **spirit of cooperation and shared responsibility** among public, private and other sectors.

Process followed to develop policy and laws which provide the broad framework of the NHS (8-year period)

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tbody>
<tr>
<td>2007</td>
<td>The National Health Act (NHA) No 61 is passed, with the main aims being to:</td>
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- Ensure that each province, municipality and health district delivers quality health care services
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Strategic Framework

- Global Commitment to Millennium Development Goals
- Negotiated Service Delivery Agreement
- National Development Plan: Vision 2030
- Sustainable Development Goals

10 Point Plan
Definition of health governance

• It is a collective process of making decisions to ensure continuous vitality and performance of organisations or health systems.

• Governance is setting strategic direction and objectives; making policies, laws, rules, regulations or decisions and deploying resources to accomplish the strategic goals and objectives.

• Overseeing and ensuring that the strategic goals and objectives are accomplished.

• Governance for health is governance done with the objective of protecting and promoting the health of the people served by a public or private organisation.

(Source: Management Sciences for Health. “How to Govern the Health Sector and its Institutions Effectively.” The eManager, No.1, 2013)
National Health System framework

Legal and operational principles of HEALTH GOVERNANCE

CONSTITUTION

National Health Act
Provincial Health Acts
Public Finance Management Act

Policy on the Management of Hospitals
Provincial Hospitals’ Acts
Mental Health Acts
Chapter 2:

Chapter 3: Composition and functions of Health Governance Structures at National Level

Chapter 4: Composition and functions of Health Governance Structures at Provincial Level

Chapter 5: Composition and functions of Health Governance Structures at District Level
In this context, Batho Pele means putting other people first before considering your own needs/yourself.

**How?**

By identifying small but important things that can immediately improve the quality of service you provide to your customer.

- Consultation
- Service standard
- Access
- Courtesy
- Information
- Openness
- Redress
- Value for money
International Declarations

Jakarta Declaration : 1997
(Health Promotion)

• Strengthen community capacity, develop personal skills and empower individuals

• Improving community capacity requires practical education, leadership training and access to resources so that they can effect change

• People have to be at the centre of health promotion action and decision making
Levels of governance

The NHA and the Provincial Heath Acts tell us about health governance structures at national, provincial and district levels.

**National Health Council**
- Highest policy-making body
- Includes Minister of Health, MECs for Health and reps of local government and military
- Sets up other bodies, made up of stakeholders in the health sector.

**Provincial Health Council (PHCo)**
- In every province
- Develops guidelines and Terms of Reference for health districts
- Sets up consultative forums to share information on health issues.

**District/Community Health Council (DHC)**
- In every health district or sub-district
- Sets up health governance structures at district and community level
- Promotes cooperative governance
- Creates committees to advise on health matters
- Helps plan budgets and monitors health services
- Advices on health matters in health district.
**Health Governance**

**Health governance structure**

Health governance structures ensure that **HEALTH CARE NEEDS** of all are met by professional health workers, who deliver top **QUALITY HEALTH SERVICES.**

| Hospital Board or Clinic Committee | Community Health Centre Committee | District Health Council |

Community gives input and feedback into:
- Planning, delivery, organisation and evaluation of health services
- Health policies and delivery of equitable health services.

**TASKS AND RESPONSIBILITIES**

- Advice on plans, checks what is done and how it is done
- Oversee overall management (including finances) and performance of health facility
  - Follow policies and laws of **corporate governance** to manage health facility with regard to:
    - Who should sit on board/ committee (composition)?
    - How members will be appointed?
    - For how long?
- What their role and function will be?
Understanding different concepts of governance

Match each statement given to each word below:

• Governance
• Corporate governance
• Health governance
• Ethical governance
• Clinical governance
Governance as an enabler for Health System Performance

• What is “Governance”?  
• Why is Governance important?  
• What are the benefits of good governance?  
• What examples of good governance have you seen?  
• Are there risks to the PHC facilities if the governance structures are not performing well?  
• What examples of poor governance have you seen?  
• What is your understanding of a “functional Clinic Committee”?  
• What are the Roles of Governance Structures?
Practices of Effective Governance

- Cultivate Accountability
- Engage Stakeholders
- Set Shared Direction
- Steward Resources
### How to achieve Good Governance

<table>
<thead>
<tr>
<th>Practice</th>
<th>Principles</th>
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<tr>
<td>CULTIVATE ACCOUNTABILITY</td>
<td>Accountability, Transparency, Legal, ethical and moral behavior/Moral capital, Accessibility, Social justice, Oversight, Legitimacy</td>
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<tr>
<td>ENGAGE STAKEHOLDERS</td>
<td>Participation, Representation, Inclusion, Diversity, Gender equity, Conflict resolution</td>
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<tr>
<td>SET SHARED DIRECTION</td>
<td>Stakeholder alignment, Leadership, Management, Advocacy</td>
</tr>
<tr>
<td>STEWARD RESOURCES</td>
<td>Ethics, Efficiency, Effectiveness, Resourcefulness, Financial Accountability, Development, Social responsibility</td>
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## Effective Governance: Enablers and Inhibitors: USAID LMGP

<table>
<thead>
<tr>
<th>Inhibitors</th>
<th>Enablers</th>
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<tr>
<td>Ineffective Leadership</td>
<td>Ethical and Moral Integrity</td>
</tr>
<tr>
<td>Corruption</td>
<td>Competent Leaders governing</td>
</tr>
<tr>
<td>Ineffective Management</td>
<td>Governing with policies, data gathering, analysis and use of information</td>
</tr>
<tr>
<td>Inadequate Transparency</td>
<td>Sound Management</td>
</tr>
<tr>
<td>Inadequate accountability</td>
<td>Adequate financial resources for governance</td>
</tr>
<tr>
<td>Inadequate data management</td>
<td>Openness and transparency</td>
</tr>
<tr>
<td>Inadequate Community/client participation</td>
<td>Client/Community Participation in decision-making</td>
</tr>
<tr>
<td>Political context</td>
<td>Accountability to Communities and clients</td>
</tr>
<tr>
<td>Inadequate checks and balances, inadequate financial resources</td>
<td>Governance based on sound evidence, good Governance in other sectors</td>
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Governance

Functional perspective:
• to advise, guide, approve, monitor, recommend and evaluate strategic and long-term principles, initiatives, policies, programmes and to oversee overall management and organisational performance
• advising on the plans, checking on what and how it is done, while management refers to doing the work and reporting on it.
• The Governance Structure should deal with matters that might have a major impact on the health establishment. The main aspects for governance to focus on would be the vision, mission and strategic direction, finances, overall quality in health establishment performance, community benefit from the services, and compliance with laws and regulations.
• Governance acts as external advocates in public policy, fundraising and community/stakeholder relations

Structural perspective:
• prescribed by the accountability structures according to the organogram of the health establishment
Management

• Management means to implement the plans, the methods of delivery, M&E of the progress of implementation, reporting on the resource management, accounting and control.

• Management makes operational decisions and policies that are in context with the vision, mission and strategic direction of the health sector, keeps the Board informed and educated in a transparent manner and brings to the Governance Structure well documented recommendations to support its policy making and oversight responsibilities.

• Management reports should be concise, clear and factual. Management can mobilise directors to leverage external connections to support the health establishment.
Health Governance Model

Source Brinkerhoff and Bossert (2013)
Background and progress with HST Governance work

- The draft Facilitation Manual developed and tested by Nkangala District
- The Facilitator and Learner Support Materials
- The development of the PHC Facility Capacity Strengthening Learning programme: NQF Levels 1–4, Unit Standards
- Training of facilitator for Capacity Strengthening Learning programme
- The implementation of the Capacity Strengthening Learning programme
- Evaluation of the PHC Facility Governance Project.
Completed Materials

Facilitation Guide for Capacity Strengthening of Health Governance Structures


Draft Pocket Handbook for PHC Facility Governance Structures

Learning Resources for PHC Facility Governance Structure members
The process of election, nomination and appointment of PHC Facility Governance Structures

**Joint Provincial and District Process**

1. MEC invites nominations
2. Local Government, Community meetings, Advertisements, local media, sectors, provincial gazettes
3. Individuals, send CV, proof of eligibility, written proof of mandates
4. Community meetings: nominations, elections, election process through Provincial or district ballot system process

**MEC appoints GS Members**

**First Meeting**

**Formal Letter**
Conclusion and Thank You:

“Impilo ende kubo bonke abantu baseMzansi Afrika”

“A Long and Healthy life for all South Africans”

PHC Facility Governance Structures are the Guardians of this Vision.