

# Private Sector Health Alliance



Strategic Action Plan  
May 2014

# Content

- Background
- Strategic Plan



# It is estimated that approximately one million women and children die every year in Nigeria from largely preventable causes...



- **~23,000 health facilities**  
Estimated 14,000 PHCs with different levels of functionality



- **Maternal mortality** rate is 545/100,000 live births = 33,000 women each year
- 1 in 9 maternal deaths worldwide



- **Supply side challenges**
  - Shortage of critical human resources
  - Weak supply chain systems
  - Commodity stock-outs



- **Infant mortality** rate is 75/1,000
- 8% of the global total,
- An estimated 70% of these deaths are preventable

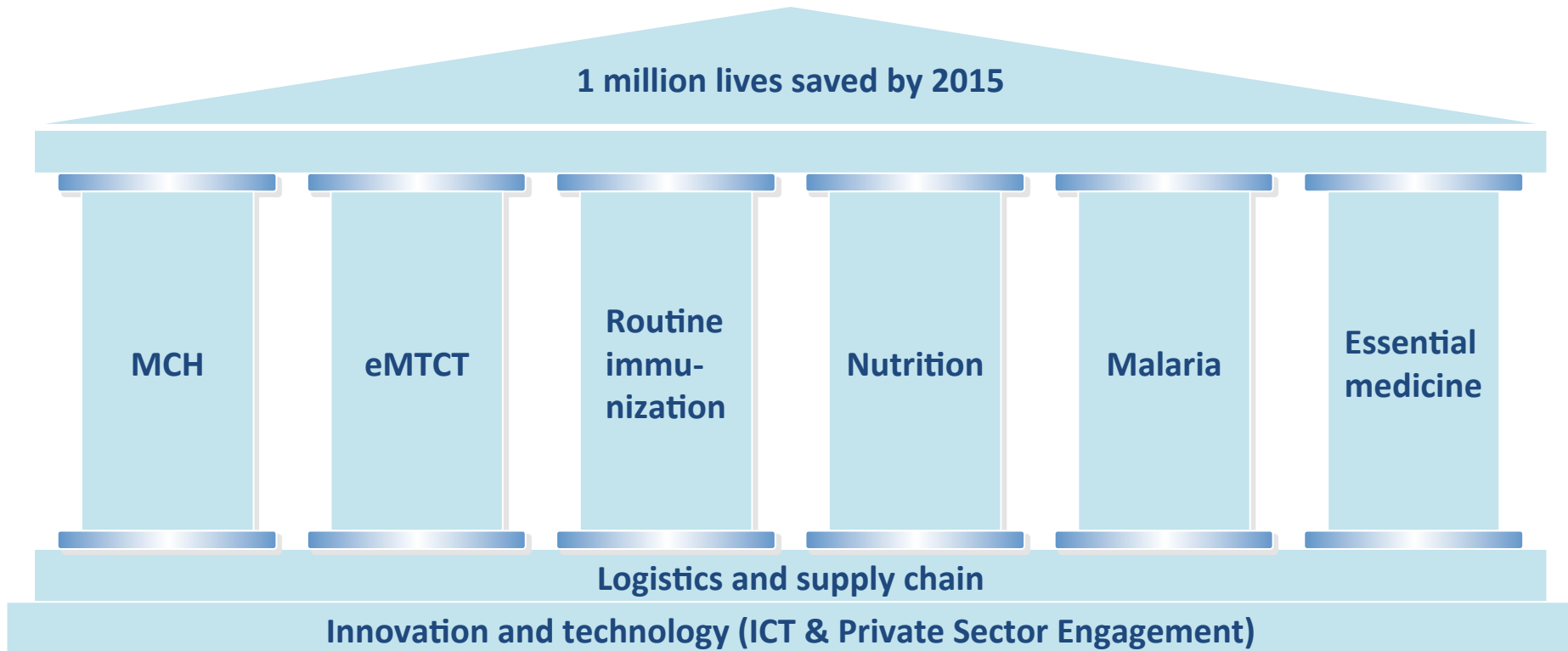


- **Demand for critical services very low**, largely driven by;
  - Poor quality of care
  - Weak standards
  - Other demand side barriers



- **Child mortality rate** is 157/1,000 = ~1 million deaths per year
- ~10% of the global total

The “Saving one million lives” initiative (SOMLI) was launched as a public-private coalition to accelerate access to basic services with a focus on results



# On the government side, SOMLI has made remarkable progress focusing on performance management and delivery along the various programmatic areas

## Action

### 1 Coordination and alignment of programs

- Establish a Coordinating mechanism with a governance structure
- Involve public and private sector partners in the coalition
- Focus alignment and coordination at the state level

### 2 Reliable and available data flow

- Current data systems suboptimal, hence there is a need to strengthen existing information systems
- Introduce and adapt tools and routines for effective performance management

### 3 Delivery structure/ team

- Delivery mindsets and capabilities currently lacking in the system
- Establish a delivery unit to support and work with the implementing agencies
- The delivery unit will have a dedicated lead, and oversee several work streams along the various programmatic areas

# To accelerate progress in SOML, the private sector can be an important partner in four critical areas

## Key Levers

### The role of the private sector

## Description

- **Broader private sector:** Vibrant and fast growing private corporate sector in Nigeria, that has the **capacity, influence, resources and capabilities the health system could benefit from** (e.g. technology, supply chain, marketing etc)



- **Private health sector:** Private health sector has broad reach, serves all income levels (including the poor and vulnerable segments) and accounts for at least **60% of healthcare service provision** in Nigeria



### Unrealized Synergies

- **Limited coordination and fragmentation** of private sector participation and contributions to health lead to unrealized synergies and suboptimal impact



### Limited Innovation in health

- **Limited application of innovation and technology** in healthcare delivery has led to missed opportunities in revolutionizing healthcare delivery in Nigeria

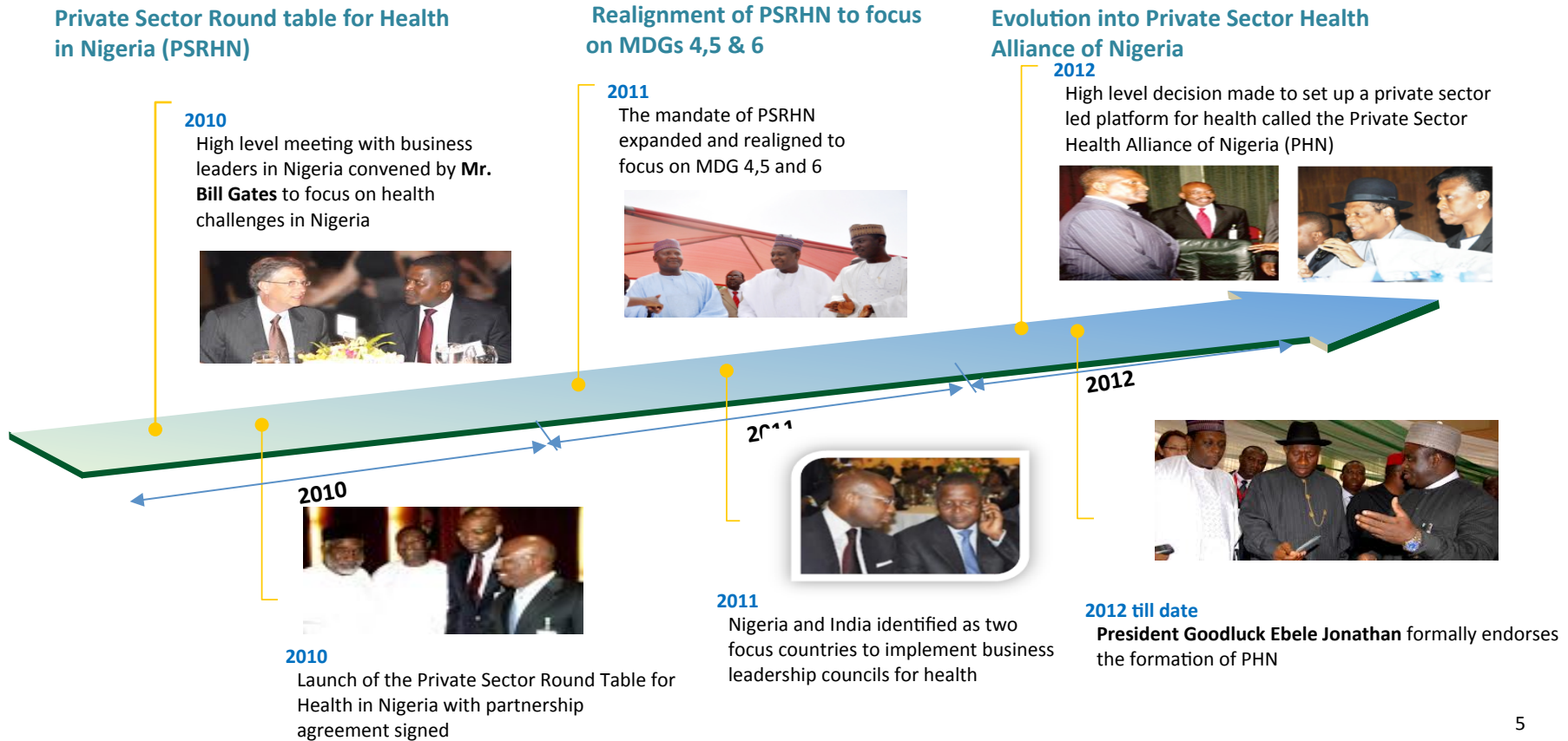


### Appetite for Innovation in health

- Private and public sector markets now **more embracing of innovation and technological advances**
- Increasing appetite by public sector participants to test and adopt innovative approaches and models to optimize results



# The Private Sector Health Alliance, was therefore set up to complement government's efforts by mobilizing the private sector to contribute to the Saving One Million Lives Movement



**Its vision is to build an unprecedented, world class private sector-led coalition that focuses on advocacy, innovation and public private partnerships to Save One Million Lives**

## VISION

*“To build a world class private sector led coalition that accelerates Nigeria’s progress in **achieving Millennium Development Goals 4, 5 and 6 by 2015 and beyond**”*



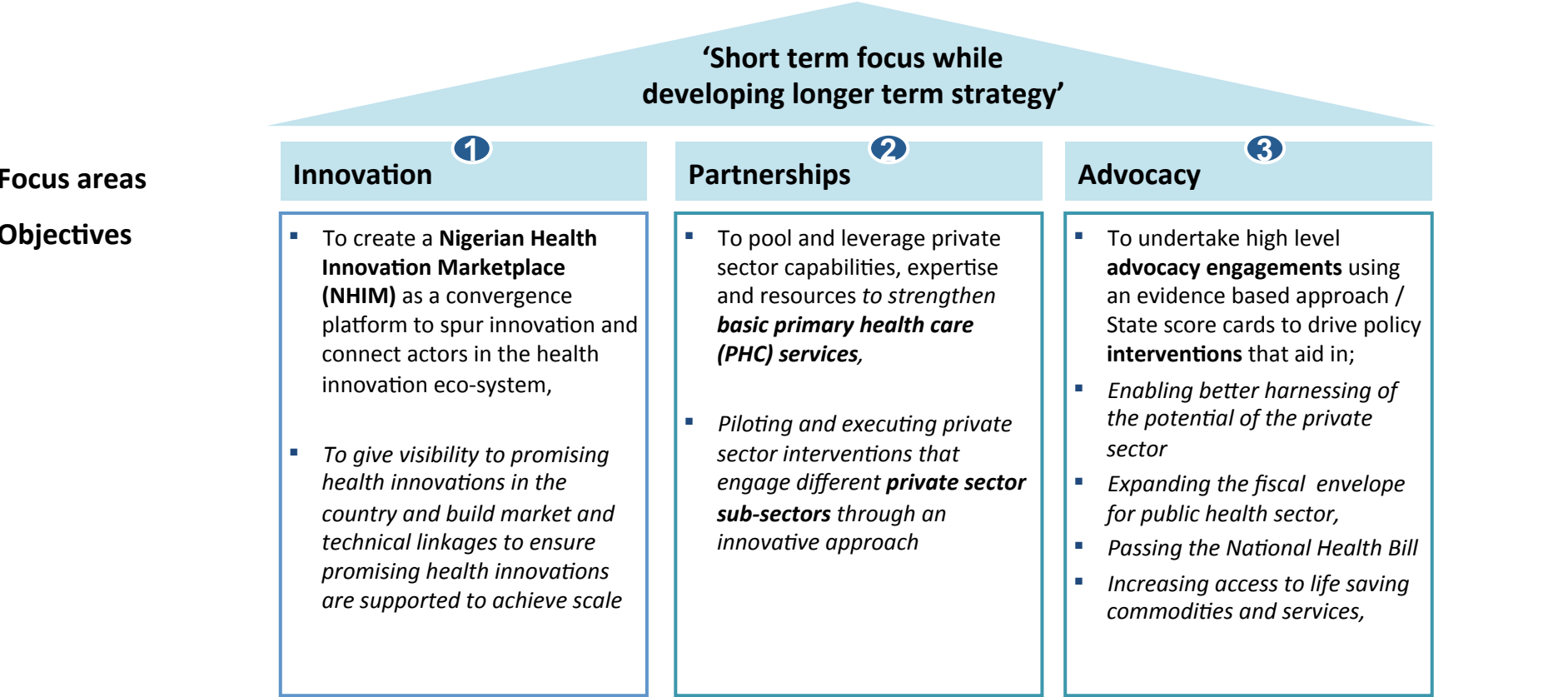
## MISSION

- *To build a public private coalition to **save at least one million lives** of women and children in Nigeria*
- *To mobilise a **coalition of private sector members** to leverage private sector capabilities and innovation to **strengthen primary healthcare systems** and improve health outcomes*
- *To unlock the market potential of the health sector and create a paradigm that supports its transition to being a **net contributor to economic growth and job creation***





Since the launch of the Alliance we have focused on quick wins in three areas; with a mandate to develop a 2 Year Strategic Action Plan with broad based ownership



**In developing the 2 Year Strategic Action Plan, the Alliance engaged public and private sector participants to re-orient members, build consensus on approach and priorities; and align on leverage points that can be harnessed for synergies and impact**

<b>Health</b> <ul style="list-style-type: none"><li>▪ Public sector partners</li><li>▪ Healthcare associations</li><li>▪ Fidson Healthcare PLC</li><li>▪ GlaxoSmithKline Nigeria</li><li>▪ Hygeia, JNCi,</li><li>▪ May &amp; Baker</li><li>▪ Merck, HMOs etc</li></ul>	<b>Oil &amp; gas</b> <ul style="list-style-type: none"><li>▪ Chevron</li><li>▪ Conoil</li><li>▪ Forte Oil</li><li>▪ Folawiyo Oil And Gas</li><li>▪ ExxonMobil</li><li>▪ SPDC</li><li>▪ Total Nigeria</li></ul>	<b>Telco</b> <ul style="list-style-type: none"><li>▪ Visafone</li><li>▪ Etisalat</li><li>▪ Helios Towers</li><li>▪ Glo</li><li>▪ IHS</li><li>▪ MTN</li><li>▪ Starcomms</li></ul>
<b>Financial sector</b> <ul style="list-style-type: none"><li>▪ Zenith</li><li>▪ Access bank</li><li>▪ Stanbic IBTC</li><li>▪ FCMB</li><li>▪ GTB</li></ul>	<b>Industry / other</b> <ul style="list-style-type: none"><li>▪ Dangote Group</li><li>▪ G.E</li><li>▪ Wellbeing Foundation</li><li>▪ Lafarge</li><li>▪ Nigerian Breweries</li></ul>	<b>NHIM Steer Co</b> <ul style="list-style-type: none"><li>▪ Saving One Million Lives</li><li>▪ FMOH</li><li>▪ MDGs</li><li>▪ NHIS</li><li>▪ NAFDAC</li><li>▪ NPHCDA</li><li>▪ Anadach, Solina Health</li><li>▪ Helios Investment Partners, CHMI, IPIHD</li><li>▪ Wennovation Hub</li><li>▪ Ministry of Communication Technology and others</li></ul>

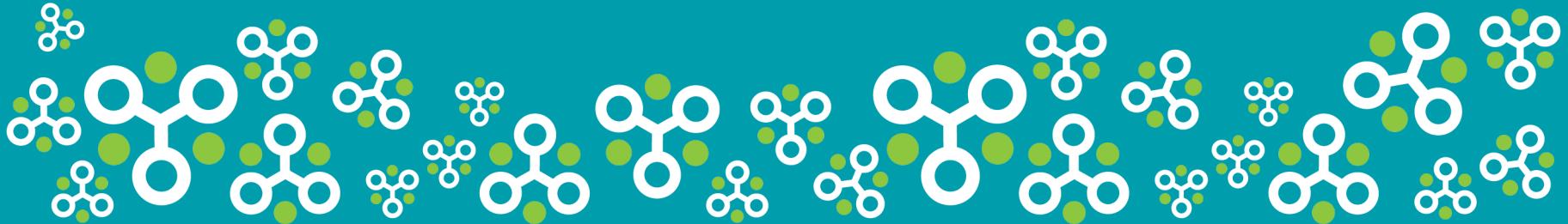
# This followed a roadmap for private sector engagement that was executed in three phases

	1	2	3
	Rapid diagnostic / Analytical framework	Consultation / Advocacy	Interventions / Quick wins
Activity	<ul style="list-style-type: none"><li>▪ Building an analytical basis for engagement through a robust rapid diagnostic of the private health sector</li><li>▪ Analytical pieces to better understand the private health market and regulatory/ policy framework governing its operation</li></ul>	<ul style="list-style-type: none"><li>▪ Directly engaging the different sub-segments of the private health sector through focused consultations</li><li>▪ Convening a Private Health Sector Summit focusing on identified constraints from the rapid diagnostic report</li></ul>	<ul style="list-style-type: none"><li>▪ Initiating specific policy and regulatory interventions as well as other PPP model projects and quick-wins to stimulate and unlock the sector</li></ul>
Progress	<ul style="list-style-type: none"><li>✓ <b>Rapid diagnostic</b> of the private health sector <b>completed</b></li><li>✓ <b>Over 150 stakeholders</b> including FMOH senior officials and private sector CEOs <b>interviewed</b></li><li>✓ <b>Key insights / analytical framework generated</b> to inform the consultation / summit</li></ul>	<ul style="list-style-type: none"><li>✓ Advocacy and consultation with &gt; 80 leading global healthcare investors/ companies in the annual <b>Apax Partners Global Healthcare Conference</b></li><li>✓ <b>Inaugural Private Health Sector Summit</b> convened with recommendations highlighted</li><li>✓ The formation of a <b>multi sectoral private sector platform for health</b> endorsed</li></ul>	<ul style="list-style-type: none"><li>✓ <b>Joint Steering Team (JST)</b> on unlocking the market potential of the private health sector inaugurated after consultation to drive the private sector program forward</li><li>✓ <b>President Goodluck Ebele Jonathan</b> formally endorses the formation of the Private Sector Health Alliance as a high level platform to mobilize business and corporate leaders towards improving health outcomes</li></ul>

# Content

- Background

- Strategic plan



# Key insights anchored on three principles, emerged from focused consultations

## GOVERNING PRINCIPLES.....

- 1 PRIORITIZATION**
  - 1) State focused prioritization using business techniques
  - 2) Health system building blocks priorities
  - 3) Priority SOML pillars
- 2 INTEGRATION**
  - 1) Integrating the health sector into the national economic agenda
  - 2) Building on existing successful programs
  - 3) Pooling resources
- 3 SYNERGIES**
  - 1) Leveraging private sector collective capabilities
  - 2) Financial leverage

## ... HAVE HELPED FOCUS OUR STRATEGY

- 1 ADVOCACY**
  - 1) SOML State scorecards
  - 2) National Health Bill
  - 3) Private health sector (access to capital / fiscal policy)
- 2 ENABLERS**
  - 1) Scaling up promising health innovations to create jobs and sustainable businesses
  - 2) Facilitating impact investments that benefit the underserved
- 3 URGENCY**
  - 1) Private Sector Emergency Response Plan to Contributing to Saving One Million Lives

# For example, two components of the strategic plan will help achieve goals of saving up to 400,000 lives (as a public private coalition) in two years and creating 20,000 jobs in four years

## INSTRUMENTS

### PRIVATE SECTOR EMERGENCY RESPONSE PLAN

## DESCRIPTION

### 1. Commodities (short term)

- Provision of essential commodities and RI logistics support to address the leading causes of mortality
- Essential commodities for:
  - Diarrhoea (ORS/Zinc), malaria (RDTs), pneumonia (amoxicillin), MCH (chlorhexidine), malnutrition (RUTF);
- Vaccine logistics support in basket funds in selected States

### 2. Innovation (mid term)

- Leveraging private sector capabilities and innovation to strengthen primary care systems in priority States i.e telecoms, financial institutions, FMCGs, pharma etc

### 3. Health workforce (mid term)

- To build the foundation for a more sustainable **healthcare workforce** that supports primary healthcare services at the frontlines in selected States

### HEALTH IMPACT INVESTMENT FUND

### 1. **innovation:** Scaling up promising health innovations in the Health Innovation Marketplace

- Investing in promising health innovation from the Nigeria Health Innovation Marketplace to enable them achieve scale and contribute to economic growth

### 2. **Unlocking new local markets:** Market shaping impact investments to open, prime and catalyse new local markets e.g RUTF, ORS/Zinc manufacturing etc

- Market shaping investments in underserved segments of the health value chain that are catalytic, commercially viable and reach the 'bottom of the pyramid'

### 3. **Commercial healthcare markets:** Facilitating co-investments and PPPs in 3 segments of the health value chain

- In selected segments of the health value chain i) logistics, warehouse and supply chain; ii) manufacturing of critical commodities / retail and; iii) co-location provider PPPs

### 4. **Co-investment in HRH empowerment scale up opportunities e.g supporting / scaling up private provider franchise models owned by lower cadre health workers at the frontlines**

## IMPACT

**400,000 LIVES SAVED**

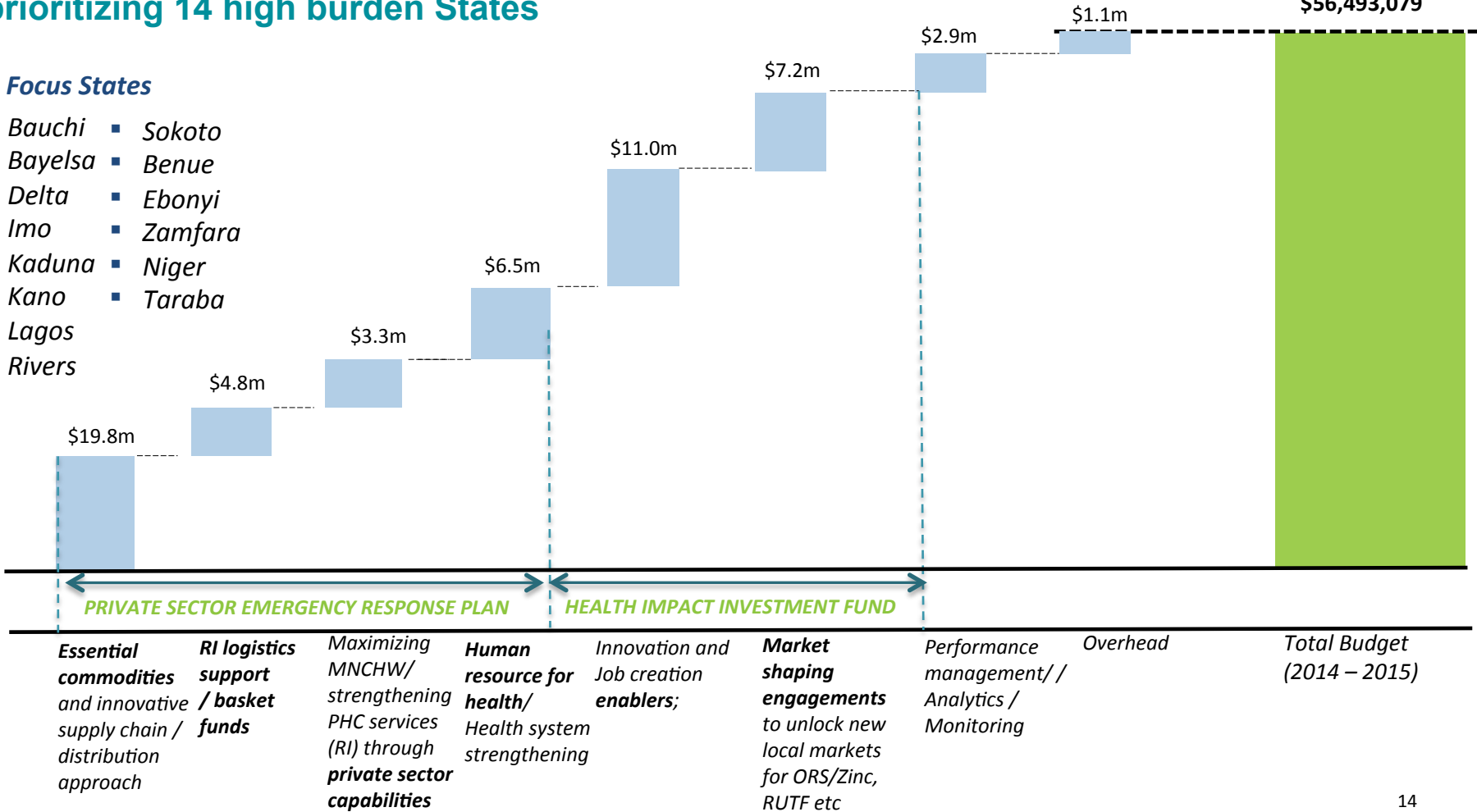
**70% OF BUSINESSES VIABLE  
20,000 JOBS CREATED**

# Achieving this goal through the strategic plan is estimated to cost ~ \$56.5 m over two years

## - prioritizing 14 high burden States

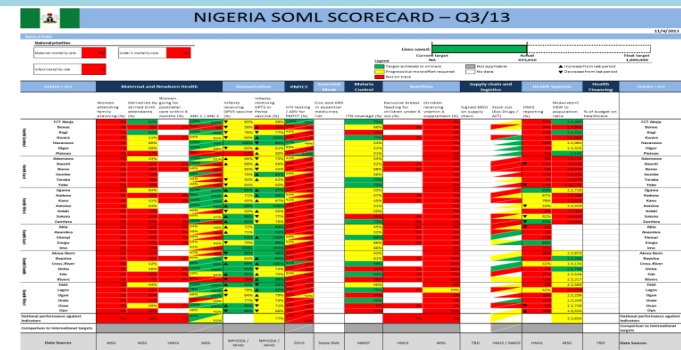
### 14 Focus States

- Bauchi
- Bayelsa
- Delta
- Imo
- Kaduna
- Kano
- Lagos
- Rivers
- Sokoto
- Benue
- Ebonyi
- Zamfara
- Niger
- Taraba



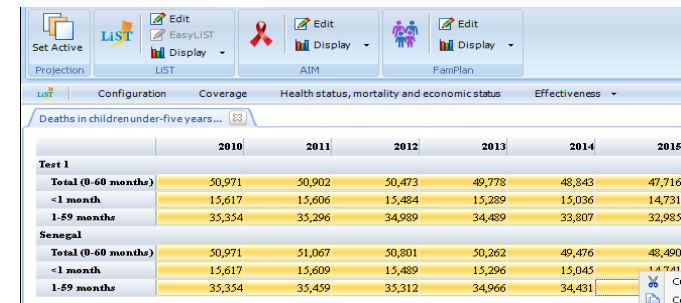
# Outcomes will be tracked through (1) SOML State Scorecards/tools and (2) An Innovative Job Creation Tool to estimate and track number of lives saved and jobs created

## SOML Scorecard



- The Scorecard is a performance management tool that has three objectives:
  - Promote accountability for results at the state-level and in specific primary care pillars
  - Inform development of national and state primary care strategies
  - Track progress on the execution of those strategies
- SOML populates the scorecards and presents the results at a quarterly steering committee meeting

## Lives Saved Tool



- LiST is a model that predicts lives saved by changes in coverage of key health interventions
- SOML intends to use this tool to prioritize the country's efforts on the highest value interventions



The Alliance therefore represents an unprecedented Country-led and Nigerian Private Sector-driven commitment towards saving one million lives and creating thousand of jobs for Nigerians



*We call on like minded partners to join us...*

*'Our journey is just starting, and the road is far. But working together, this coalition of the willing that we are building, will create a movement that history will judge as having contributed to saving at least one million lives of women and children in Nigeria; and creating thousands of jobs for Nigerians'*

*Board,  
Private Sector Health Alliance of Nigeria (PHN)*