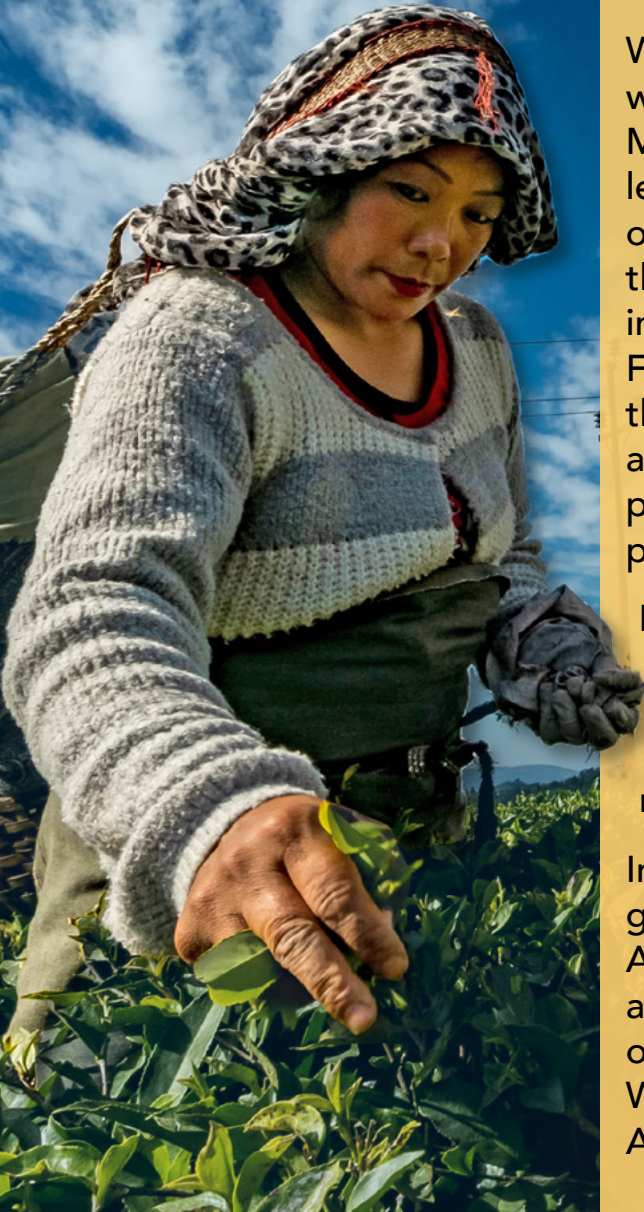




ANNUAL REPORT 2022



MESSAGE FROM OUR FOUNDERS



2022 marked a renewed ability to travel and work in person, and some new ventures for Aceso Global. We have expanded our focus and our regional engagement over the course of the year.

We were privileged that our CEO and CTO were close advisors to the Indonesian Ministry of Health (MOH) in their leadership of the G20 during the course of 2022. An important achievement for the G20 and the Indonesian Presidency includes the endorsement and launch of a Financial Intermediary Fund (FIF), dubbed the Pandemic Fund, to finance national and regional initiatives in prevention, preparation, and response (PPR) to prepare for the inevitable next pandemic.

Drawing on the World Bank's extensive experience in managing FIF's, we worked with the MOH team on all aspects of the new FIF that will also be managed by the World Bank.

In addition, we advised the Indonesian government on the elements of a new Agency for Health Policy (BKPK) led by a new Deputy Minister that will provide officials with cutting edge policy advice. We will be working closely with the new Agency in 2023-2024 to bring a policy

focus and global perspectives to their evolving agenda.

Our work ranged from finalizing our COVID-19 impact reports to supporting value-based health care in the Brazilian private sector. Through advising on payment system alternatives, we are expanding to address social health insurance issues in Egypt and Indonesia.

We conducted examinations of rural hospital investments, and in the same vein, we continued our work with the Joint Learning Network's Collaborative to manage non-communicable diseases (NCDs) and outreach in Malaysia.

Aceso Global continued to enhance quality of care among frontline workers with the Salud Mesoamérica Initiative (SMI). Finally, we are working with the Global Fund and the World Bank to foster closer working relationships and complementary inputs to Emerging Market health systems.

We are looking forward to the expansion of some of these issues and to new challenges that are on the horizon.

MAUREEN A. LEWIS

JERRY M. LA FORGIA

COVID-19 IMPACT

Understanding the COVID-19 pandemic has become a priority in the global agenda as countries look to capture the lessons of response, and plan for a future that will allow more effective prevention, preparedness, and response to pandemics.

ON HEALTH SYSTEMS AND LONG-TERM RESILIENCE



Supporting the Indonesian G20 Presidency

Aceso Global supported the Ministry of Health (MOH) of the Government of Indonesia (GOI) to develop and prioritize among G20 significant issues and propose G20 positions on these topics. The agenda for the G20 focused on future pandemic preparedness. Aceso Global worked closely with MOH leadership to prioritize these needs and to filter and weigh the positions of other G20 countries and international organizations in order to build a collective agenda for the Summit.



During the Summit, our team worked with members of each Health Working group on the objectives of establishing a Financial Intermediary Fund (FIF) for Pandemic Prevention, Preparedness, and Response (PPR), harmonizing vaccine development and distribution, and creating research and manufacturing hubs for PPR, among others.

Through this engagement, our team gained an understanding of the key challenges and good practices experienced at different levels of the healthcare system during the pandemic and the needs with respect to health service quality, equity, and delivery.

COMPARATIVE STUDIES

Comparative Case Study on Brazil and Mexico: Management and Impact of COVID-19

Aceso Global also finalized an in-depth comparative assessment for the Inter-American Development Bank (IDB) of Brazil and Mexico's health system responses to COVID-19, bringing together quantitative and qualitative evidence to provide insights into public and private health sector management of the pandemic. It documents public and private responses to the pandemic, while summarizing lessons learned and the resulting future agenda in both countries.

The project complements current IDB work on the recovery of health services in 2021 and the impact the 2020 disruptions had on population health. Particular attention is given to the responses to the pandemic, specifically policy and financial responses, impacts on healthcare workers, and effects on information technology use, including telemedicine and electronic health records. We explore the government actions at national and subnational levels in responding to the pandemic and also examine the resulting behaviors of patients in seeking healthcare services.

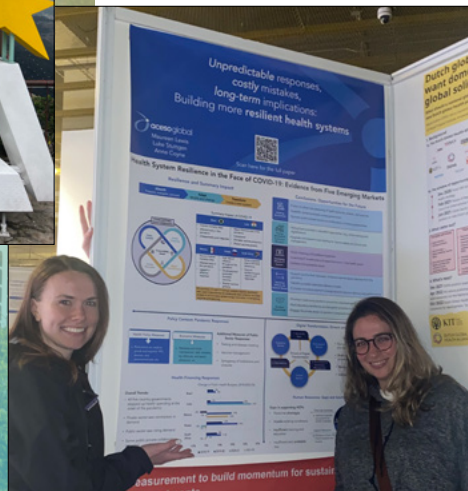
COMPARATIVE STUDIES

Health System Resilience: Five Country Comparison

Additionally, our team completed a meta-analysis of health system resilience during the COVID-19 pandemic in select emerging markets. The report synthesizes the results of individual country studies for Brazil, India, Mexico, Russia, and South Africa. The report identifies commonalities and differences in policy responses, health financing, digital transformation, and human resources. To ensure relevance to both the five countries and across emerging markets, the approach entailed casting a broad net to capture global trends and target policy recommendations to both public and private health sectors. This report offers next steps for strengthening the resilience in the five countries and highlights the value of decentralization in bolstering country capacity to manage pandemics.

From our cross-cutting study, we were able to provide an assessment of each country's trajectory within each area, identify obstacles, and tailor feasible solutions to drive further transformation. This report was then presented at the 2022 Health Systems Research Global Symposium in Bogotá, Colombia.

2022 Health Systems Research Global Symposium in Bogotá, Colombia: Annie Coyne and Rafaella Okun presented "Health System Resilience in the Face of COVID-19: Evidence from Five Emerging Markets" in Bogotá, Colombia at the HSR conference where researchers, practitioners, policymakers, and implementers from around the world shared lessons learned and country experiences from the last two years of the COVID-19 pandemic.



THE FUTURE OF Regional Public Health Institutions

Policy Note on Regional Public Health Institutions

As recent hosts to a sequence of infectious diseases—notably waves of SARS infections and malaria—the Asia and the Pacific region has developed a range of regional public health collaborations to prevent and manage transnational diseases. COVID-19 upped the ante on regional health threats.

The Asian Development Bank and the Bill & Melinda Gates Foundation have an interest in supporting the development of viable regional institutions to address the inevitable next pandemic.

Aceso Global conducted literature reviews and analysis of the landscape structures and functions, while analyzing best practices and challenges of regional institutions and networks in and beyond the Asia-Pacific region. We also interviewed experts and senior officials from across the region.

This policy note, alongside two others that are described below, are to be distributed at high-level regional health meetings at an upcoming Asian summit and are meant to inform efforts at building regional institutions to address One Health, climate change, and pandemic preparedness.



HEALTHCARE FINANCING



INDONESIA ADVISORY SERVICES

BKPK Indonesia National Health Policy Advisory Services

As part of Aceso Global's engagement with the Indonesian Ministry of Health (MOH) we have focused on helping to build out the new National Health Policy Agency (BKPK) that is tasked with providing policy advice to MOH policymakers.

With targeted seminars and engagements on specific sub-topics such as health financing, fiscal decentralization, and management of external support activities, we have helped launch key initiatives that will be expanded and pursued in greater depth in the next 2-3 years.

The Minister of Health has prioritized financial management and hospital costing to improve efficiency and allow more effective oversight. We visited a number of public and private hospitals in three cities to assess the state of costing and financial management. This involved discussions with a range of stakeholders in the healthcare system and discussions about directions for follow-up activities. We worked closely with Ministry of Health colleagues on directions for improvement and tightening of guidance to hospitals, and eventually primary health care centers.

ALTERNATIVE PAYMENT SYSTEMS

Promoting Value-Based Health Care (VBHC)

Middle Income Countries are embracing the concept of value-based health care (VBHC), particularly the private health sectors. Aceso Global examined the issue across five countries. Brazil's private sector has embraced VBHC and is moving to build IT systems, consider alternative payment options and emphasize data for management, and Aceso Global has worked with a number of Brazilian companies, the regulator ANS and health trade associations.



Association of Brazilian Diagnostic Companies (ABRAMED) Conference in São Paulo, Brazil: Dr. Lewis was the keynote speaker at the ABRAMED Conference, discussing "Reforming Payment Systems in Private Healthcare for Enhancing Quality and Efficiency," and served on a panel comparing global experiences.

ALTERNATIVE PAYMENT SYSTEMS



Getúlio Vargas Foundation (FGV) in São Paulo, Brazil:

Dr. Lewis presented issues around VBHC and alternative payment arrangements as part of a continuing education program at the FGV, Brazil's premier business school.

Previne Workshop with Brazil's Sistema Único da Saúde (SUS) program in Brasilia, Brazil: Dr. Lewis participated in a global conference in Brasilia hosted by the Ministry of Health and the World Bank examining incentives under the Brazil's Sistema Único da Saúde (SUS) program, reviewing global evidence and considering the potential of the newly revived Previne program that establishes productivity incentives for providers to improve service delivery.



Tribunal das Contas da União (TCU) in Belo Horizonte, Brazil: Dr. Lewis presented one of a set of discussions sponsored by DRG Brazil for the Tribunal das Contas da União (TCU), the chief federal audit agency, on VBHC and payment options to move toward VBHC.

INNOVATIVE SERVICE DELIVERY

QUALITY IN HEALTH

Salud Mesoamérica Initiative: Quality Improvement and Management Training

Aceso Global continued its engagement with the Inter-American Development Bank's Salud Mesoamérica Initiative (SMI) in supporting sustainable, equitable, and efficient Quality Improvement (QI) in Honduras. We designed and tested an innovative learning program to support sustainable quality improvement of primary care services in SMI countries.

The program aims to equip middle managers and supervisors of private providers of primary care under contract with the Ministry of Health (MOH) to become quality and patient safety improvement coaches and champions for frontline primary healthcare providers and to raise the profile of quality throughout their organizations, and ultimately the health system.

The 12-month long training program, currently underway, constitutes a three-prong learning program consisting of interactive training courses, preparation of manuals and guides, and provision of follow-up, on-site coaching. The training content consists of both hard skills related to the assessing, measuring, and improving quality and patient safety as well as soft skills (such as mentoring, negotiating, etc.) for engaging front-line staff (physicians, nurses, and community health workers) to promote behavioral change.





INTEGRATED HEALTHCARE

Policy Note on Integrated Healthcare

As the Asian Development Bank expands its health agenda and portfolio, key service delivery issues have emerged. Addressing integrated primary care is becoming increasingly important as the prevalence of chronic conditions rises and patients require coordinated and high-quality care. The policy note includes tested, practical approaches, and barriers to implementation drawing on evidence both within and outside the region.

Case studies include vertical program integration in Lao PDR, the financial barriers to care integration of the elderly population in Thailand, and lessons learned from the formation of service delivery networks in the Philippines.

The policy note also outlines policy, operational, and cross-cutting levers to support integrated primary care projects, such as financing reforms, organizational restructuring, and digital health transformation. Finally, it provides policymakers with practical step-by-step guidelines for designing and implementing integrated primary care initiatives in the region.

INNOVATIONS IN RURAL HOSPITALS

Policy Note on Rural Hospital Investment Priorities

Around half of people in Asia and the Pacific live in remote and rural areas, and most countries in the region face an acute challenge getting adequate access to hospital care for these communities. In collaboration with the Asian Development Bank and Bill and Melinda Gates Foundation, Aceso Global produced a policy paper to help healthcare decision makers in Asia and the Pacific navigate their way through this complex subject.

The paper gives global insights, practical instructions and case studies against each of the key choices and challenges facing policymakers: how do you know whether a particular area is underserved or not, what are the most common barriers that are likely to be behind this, what solutions exist, and how have these been successfully deployed by different health systems around the world. The paper will be published in 2023.



DIGITAL HEALTH INNOVATIONS

Patient Pathways in Malaysia

As part of Aceso Global's Patient Pathways Collaborative with the JLN launched in 2020 and 2021, Aceso and country participants from five countries created a Community of Practice (COP) in 2022, virtually accompanying an "adapter country," Malaysia, to implement innovations through technologically-supported platforms. Malaysia worked to improve, monitor, and expand ambulatory telemedicine services at the primary care level through (i) piloting a program to standardize virtual consultations for the management of patients with chronic conditions; (ii) developing and testing a monitoring instrument to ensure quality on service delivery for ambulatory telemedicine; and (iii) supporting the Malaysia Ministry of Health (MOH) strengthen their mobile app 'MySejahtera' by developing videos and infographics on Covid-related topics.

Aceso Global continues to provide guidance and external resources through the technical facilitators in support of the Malaysia MOH team as they continue to expand ambulatory telemedicine services. They have already scaled the telemedicine intervention to 270 clinics and are in the process of expansion to over 1000 clinics. The video and infographics of MySejahtera received over 16 million hits.

UNIVERSAL HEALTH COVERAGE AND HEALTH SYSTEM STRENGTHENING

The drive to UHC entails multiple initiatives across healthcare systems. Indeed, reaching UHC in an effective and affordable manner requires strengthening how health systems work and building incentives that support strong delivery systems.



GLOBAL FUND AND IFI COLLABORATION

Fostering Collaborative Investments between the Global Fund and International Financial Institutions (IFIs)

The global health community is increasingly turning to innovative modes of finance to fund health and development work in low- and middle-income countries. Innovative finance harmonizes donor funds around common objectives to improve the efficiency, impact, and sustainability of global health work.

In its 2023-2028 strategy, the Global Fund has identified innovative finance mechanisms like blended finance as a key tool in combating HIV, TB, and malaria, supporting resilient and sustainable systems for health (RSSH), and progressing SDG targets. To help meet this goal, the Global Fund has contracted Aceso Global to identify, analyze, and strengthen its approach to blended finance with the World Bank.

Aceso Global is reviewing the strategic, operational, and legal aspects of Global Fund-World Bank collaboration to facilitate effective joint financing going forward.

Aceso Global is providing support to the Global Fund to develop and strengthen its approach to blended finance with the World Bank and other International Financial Institutions. Blended finance provides a platform for collaboration between the Global Fund and the World Bank where the former can align its efforts in HIV, TB, malaria, and RSSH with World Bank projects and analytical/advisory services. In so doing, the Global Fund can harness larger-scale investments that influence the health system at large. Such collaboration works to ensure effectiveness, coordinate priorities, and harness economies of scale to further the UHC agenda.

We have reviewed the Global Fund's experience with blended finance, identified synergies and misalignments between the two institutions, and drafted policy notes on key topics. For the next stage, training materials are being developed for Global Fund staff to foster collaboration between the two institutions.





SOCIAL HEALTH INSURANCE AND THE PRIVATE SECTOR

Supporting Egypt's Social Health Insurance Roll-out: Engaging the Private Sector

As part of Egypt's multi-year Health Insurance, the IFC has awarded a contract to Aceso Global to help the new national payer to contract services from the private health sector. Envisioned as a decade-long rollout, the reform is now turning to how to identify and pay private providers, creating a level playing field with the public providers who will be empaneled. Global successes and failures will be important to learn from and to set the stage for prioritizing activities.

The broader approach will entail a landscape analysis of the private sector and advice on how to work with and adequately compensate private healthcare providers. Issues of payment systems, quality assurance measures, feasibility of alternative contracting models, and options for strengthening regulation and contracting with providers are envisioned. Engagement with professional organizations and with small and large providers will ensure sound advice to the national payer that reflects the concerns and capacities of the private sector.

PRIVATE SECTOR INNOVATIONS

Brazilian Private Sector

In the post-COVID-19 era, the Brazilian private sector has embraced the move to value-based health care and to the necessary restructuring that is entailed in such a shift. Issues of payment systems, the rise of primary care as a complement to hospital services, and incentives for improved service delivery, among other initiatives, have become critical to change. Aceso Global has been advising private institutions, like the Getúlio Vargas Foundation, Brazil's premier business school, that has sponsored a broad executive training program for healthcare leaders in the private sector, trade associations like ABRAMED (Brazilian Association of Medical Diagnostics), and private companies like DRG Saúde that are helping to drive change among both payers and providers. Representing over half of all spending, private sector leadership and innovation will be critical to shaping Brazil's future healthcare system.



Sixth International Forum on Leadership in Healthcare in Cuiabá, Brazil: Dr. Lewis gave the keynote presentation and participated in discussions during a day and a half with private healthcare leaders in Cuiabá, Brazil for the 6^o edição do FILIS-Fórum Internacional de Lideranças da Saúde. The Forum brought together leading CEOs and senior managers from major payers and providers across Brazil's significant private health sector for Executive Training on innovations in healthcare, specifically VBHC and payment reforms. Sponsored by Getúlio Vargas Foundation (FGV) and LIBBS Pharmaceuticals, the discussion focused on directions for the private healthcare sector that is looking for ways to become more resilient.



EXPORT OPPORTUNITIES

Identifying US Healthcare Export Opportunities in the Europe-Eurasia Region

As part of its efforts to promote US exports in Middle and Low Income Countries, this project will help inform decision-making in allocating funding to support private healthcare investments in the Europe and Eurasia region. Up to six projects will be proposed based on technical, commercial, and financial viability, with careful assessments of country context and engagement, potential obstacles, and review of key technical factors that could impact overall viability of projects receiving USTDA support that is meant to jump start purchase of US healthcare inputs.

Given the breadth and quality of US goods and services across the health sector—which encompasses hospital equipment, medical devices, information technology, management services, construction investments, among other things—the prospects for export are promising.

EXIM EXPORT-IMPORT BANK
OF THE UNITED STATES

USA Health Alliance Panel at the EXIM Annual Conference in Washington, DC: Dr. Lewis served on a panel for USA Health Alliance (USAHA) at the Export Import (EXIM) Annual Conference in Washington, DC. The topic was opportunities for US investors in Low and Middle Income Countries (LMICs).

HIGHLIGHTS

Events and Publications

EVENTS

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HIGHLIGHTS

Events and Publications

EVENTS

- **Briefing Brazilian Congress, Virtual:** Dr. Lewis participated on a panel convened by the Wilson Center briefing a Health Committee of the Brazilian Congress, including major issues comparing Brazilian and other country healthcare arrangements, and possible lessons for Brazil. This unique event raised basic issues, such as the public-private spending mix and the limited comparative assessments of Brazil's healthcare system.
- **Sustainability and Efficiency in Brazil's Healthcare System Panel, Virtual.** Dr. Lewis participated on a panel reacting to issues and evidence on improving efficiency and sustainability in Brazil's public healthcare system (SUS), drawing on global evidence on returns to innovation and change across healthcare systems, implications for Brazil, and promising initiatives for addressing weaknesses in the SUS were explored and discussed.

- **Previne Workshop with Brazil's Sistema Único da Saúde (SUS) program Brasilia, Brazil:** Dr. Lewis participated in a global conference in Brasilia hosted by the Ministry of Health and the World Bank examining incentives under the Brazil's Sistema Único da Saúde (SUS) program, reviewing global evidence and considering the potential of the newly revived Previne program that establishes productivity incentives for providers to improve service delivery.

PUBLICATIONS

- Lewis, M., Stuttgen, L., and Coyne, A. 2022. "Health System Resilience in the Face of COVID-19: Evidence from Five Emerging Markets." White Paper. Washington, DC: Aceso Global.

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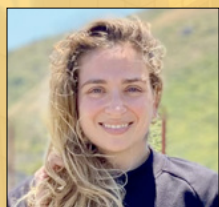
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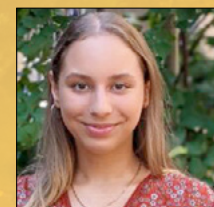
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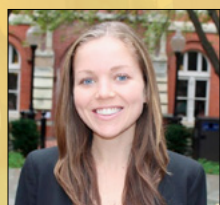
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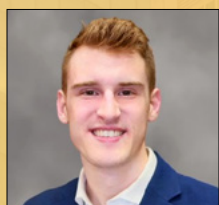
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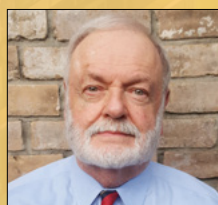
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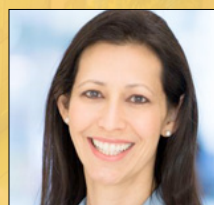
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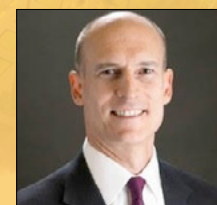
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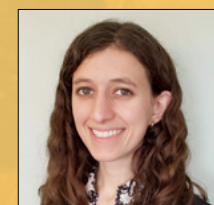
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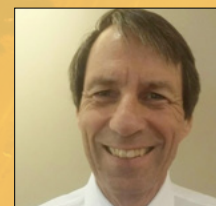
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