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ANNUAL REPORT

# MESSAGE FROM OUR FOUNDERS

Aceso Global has moved forward in 2023. We are benefiting from the resurgence of activity after the doldrums of COVID-19, which is offering us opportunity to innovate—including moving coaching to the forefront but also taking on new issues on hospitals, social health insurance, and the private sector.

In Indonesia, we launched a policy training initiative in partnership with Reconstra, a local think tank, for the Ministry of Health's new Health Policy Agency. Designed for policy analysts and built around their high priority tasks, the training emphasizes both hands-on in-person learning and six months of weekly virtual coaching.

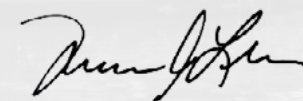
This complements our Salud MesoAmérica Initiative in Honduras promoting quality and building skills through didactic learning and coaching. These two approaches offer insights into how to best design and execute effective skills development.

We expanded into hospital advisory efforts in Ecuador and Brazil and the area

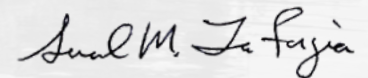
has promise for the future. The neglect of hospitals has concerned us for quite some time as they are the most costly and complex segment in healthcare services.

A new regional project is supporting the Association of Southeast Asian Nations (ASEAN) effort to align their pandemic prevention, preparedness, and response (PPR). We have just started with a review of opportunities in a handful of countries. We also undertook an initial assessment of the potential for a regional Latin America PPR initiative.

We are growing in response to the expanded agenda and in doing so adding a richer dimension to our tasks. 2023 was a good year, and 2024 will build on the existing and new elements of our program.



MAUREEN A. LEWIS



JERRY M. LA FORGIA



# HEALTH SYSTEM Strengthening

## BKPK Indonesia Health Policy

As part of its healthcare transformation agenda, the Indonesian Ministry of Health established a Health Policy Agency (BKPK) in late 2022 to strengthen policy capacity and support decision-making processes. BKPK consists of five Centers focused on: Health Care Financing, Service Delivery, Pharmaceuticals and Human Resources, Global Health and a Coordinating Secretariat.

analysis capacity, strengthening management across the Agency, and advising on healthcare financing and service delivery.

A tailored Health Policy Training Course was designed to engage staff tasked with both analyzing policy issues and bolstering their ability to communicate policy issues and potential solutions. The training is built around current problems facing staff and primarily hands-on activities complemented by didactic presentations.

Training the staff through learning-by-doing in a three-day program is followed by six months of weekly coaching on ongoing issues to reinforce the messages and a standard approach to the policy analysis, solutions, and presentations.

The project, funded by the BMGF, aims at developing policy



# BKPK Indonesia Health Policy

## The longer-term agenda for the two-year Indonesia project includes:

- Developing strategic directions with BKPK's management team;
- Targeting technical inputs for the Centers, particularly for Healthcare Financing as BKPK is the sole policy oversight within the Ministry of Health;
- Helping to establish effective business processes; and
- Continuing to support the Agency through the upcoming change in government.



**Lunch with Indonesian Minister of Health, Pak Budi:** Dr. Lewis and Dr. Langenbrunner hosted a discussion regarding primary health care models and options for improving performance with several other invitees including the Head of Global Policy Center of Indonesia's new Health Policy Agency Pak Bonanza and several Harvard professors.





# Quality Improvement in Honduras

**Aceso Global completed a pilot of an innovative learning program to support sustainable quality improvement of primary care services in rural Honduras.** The 12-month long program consisted of interactive training courses, preparation of manuals and guides, and provision of follow-up and on-site coaching. It targeted supervisors and middle-level managers of organizations managing primary health care (PHC) facilities in defined catchment areas.

The training and coaching focused on “hard” skills related to data measurement, analysis, data visualization, and interpretation as well as “soft” skills including team building, communication, negotiation, and coaching. The latter were particularly important to change the top-down, name-and-

shame modus operandi of managers of frontline providers to team-based models fostering trust, collaboration, and continuous learning to improve and sustain performance.

Interviews with program participants suggest significant impact gained, particularly in terms of the application of hard skills, team building, joint problem-solving, and constructive engagement between supervisors, managers, and facility-based staff. There is a consensus that on-site coaching should be extended due to supervisory and managerial personnel turnover and to an observed “know-do” gap.



## Regional Collaboration with ASEAN

**Aceso Global launched its support for the ASEAN countries and the newly created Center for Public Health Emergencies and Emerging Diseases (ACPHEED) with funding from the BMGF.**

Emerging trends and challenges in pandemic prevention, preparedness and response (PPR), and issues surrounding the establishment and effective agenda for ACPHEED are the focus of the project. Informant interviews and visits to the member countries have begun.

Challenges include an evolving structure and agenda for ACPHEED and limited coordination between and across countries; significant differences in capacity and preparation also create obstacles.

Aceso Global's role involves promoting coordination efforts among ASEAN countries, including a focus on providing targeted support in key areas of pandemic preparedness and resilience. In Indonesia, our efforts are an outgrowth of ongoing collaborations with the Ministry of Health.

This support entails efforts with other ASEAN countries to strengthen ACPHEED's capacity and the collaboration across countries in both healthcare systems and PPR.

**PANDEMIC**  
Prevention  
Preparedness  
Response







## Pandemic PPR Analysis in Latin America

**The Joep Lange Institute engaged Aceso Global to undertake an initial landscaping analysis for the Coalition for the Epidemic Preparedness Innovations (CEPI) of the potential and feasibility of a regional coordination arrangement for pandemic prevention, preparedness, and response.**

Specific issues assessed include:

- Potential for a regional vaccine platform in Latin America and the Caribbean;
- Public and private sector potential for R&D and manufacturing; and
- The role of public-private partnerships in the region.

Key informant interviews with high level (ex)government officials and the private sector offered insights on the full range of issues from R&D, manufacturing capacity, and potential interest of governments in engaging with CEPI in building a regional coalition. Further efforts will be needed, but the outlines of possible entry points offer guidance for follow-up.



# Innovative SERVICE DELIVERY

## Joint Learning Network on PHC

**2023 saw the ground being prepared for Aceso Global's new initiative for the Joint Learning Network on Primary Health Care (PHC) Performance Management, supported by the BMGF.**

The new Learning Collaborative will be a practitioner-to-practitioner experience sharing and learning project of up to 40 national and sub-national primary care leaders from around a dozen countries.

The goals of the collaborative will be to create a vibrant community of practitioners engaged in cross-country learning over the

next two-years, and distilling key insights and tools into global goods from which all countries can benefit.

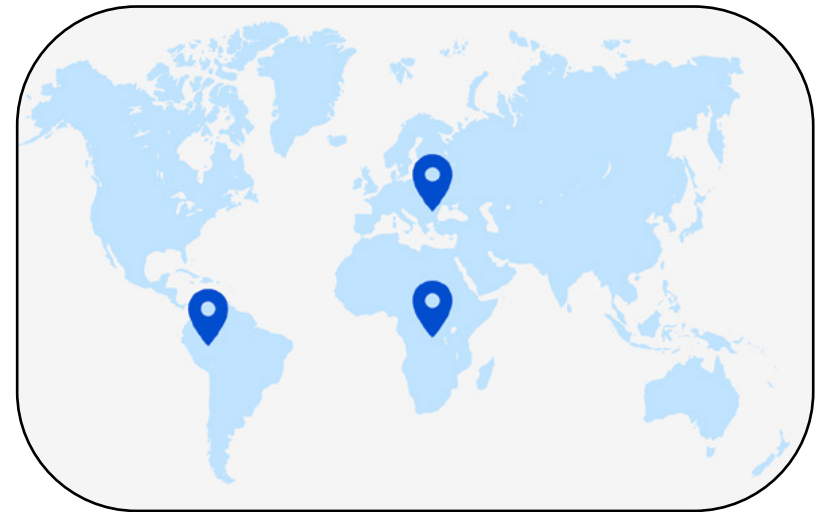


# Definitional Missions for Investments in Health

**The US Trade and Development Agency (USTDA) promotes investment in healthcare in both the public and private sectors through grants to promising initiatives.** Aceso Global currently has three projects around the world. Our work in Sub-Saharan Africa and Latin America and the Caribbean is ongoing with evaluation of multiple innovative projects. Aceso Global has similar work in Eastern Europe.

## Sub-Saharan Africa

**Sub-Saharan Africa grant submissions focus primarily on private investors who see broad investment opportunity in the region,** including expanding oncology care and capacity building; increasing the capacity of and access to level 4 and 5 referral hospitals; establishing antimicrobial resistance therapeutics and training; improving primary care networks and linking to referral hospitals; and supporting



domestic production of active pharmaceutical ingredients. Our efforts are to build the technical case for grant allocation by USTDA by ensuring viability of investment proposals.

# Definitional Missions for Investments in Health

## Latin America and the Caribbean

**Our project in Latin America and the Caribbean also kicked off in 2023 with a variety of government projects proposed in the region.** The foci of the projects have been on telemedicine and digital health transformation, as well as public-private partnerships in refurbishing hospitals.

Aceso Global works with potential grant candidates to ensure successful implementation that supports USTDA's health development goals of promoting and expanding the supply of US exports in medical equipment, devices, and services.



**USTDA & USAHA Healthcare Infrastructure Roundtable in Washington, D.C.:** Dr. Lewis, as USA Healthcare Alliance (USAHA) Vice Chair, led a Panel on Healthcare Infrastructure Industry Trends at the US Trade and Development Agency's (USTDA) Roundtable.



# Innovative Financing

**Aceso Global collaborated with The Global Fund (TGF) in analyzing and defining the strategic, operational, and legal issues around partnering with the World Bank, the primary goal of the TGF's 2023-2028 strategy.**

The Global Fund's 2023-2028 strategy places priority on developing innovative finance mechanisms as a key tool in combating HIV, TB, and malaria and seeking partnerships with other global organizations. New ways to blend financing across lending and grant-making institutions can promote harmonization of activities and facilitate implementation by partner countries.

Matching the requirements and procedure differences between the two institutions and identifying areas for alignment in blending financing was complemented by in-person training and the establishment of online guidance to assist the understanding of the opportunities and the processes needed to successfully partner with the World Bank.



# Healthcare FINANCING

# Hospitals and Payment Systems in Latin America

## Innovation for Brazil's Private Health Sector

**Dr. Lewis presented on Accountable Care Organizations** as part of a broader course for Brazilian healthcare leaders, and facilitated and advised the members on a 3-day visit to Boston, Massachusetts on the relevance of US experiences with ACOs to UNIDAS.

UNIDAS, a coordinating organization representing a range of major Brazilian private sector payers and providers, is helping members learn about the advantages and pitfalls of alternative healthcare delivery and payment models in anticipation of pilot efforts.



## Improving Hospital Efficiency

**Dr. La Forgia presented on "What Matters in Improving Hospital Efficiency and Performance"** at a regional meeting on Smart Spending on Health sponsored by the Inter-American Development Bank (IDB). The meeting was attended by high-level officials from ministries of finance and health in Latin America and Caribbean.







## Egypt's Social Health Insurance Expansion

**Aceso Global has two projects on Social Health Insurance in Egypt.** The projects are funded by the World Bank and the IFC, aiming to bolster efforts to contract private sector providers for broader healthcare service availability under the social insurance system.

The Egyptian government established a new national health insurance fund in 2017 and has been gradually

rolling out the new social health insurance reform on a governorate-by-governorate basis.

The two complementary projects will (i) identify and determine effective ways to contract private providers and (ii) undertake a costing and tariff setting analysis to determine fair prices.

The projects will launch in 2024.





# HIGHLIGHTS

## Events, Reports, and Publications

### EVENTS

- **IFC Global Private Health Conference in Cape Town, South Africa:** Dr. Lewis served on the opening panel for the conference focusing on developing resilient health systems in emerging markets.
- **World Bank Flagship Course in Quito, Ecuador:** Dr. La Forgia gave a virtual presentation on Financing Hospital Care in China and Brazil with Lessons for Ecuador. Particular focus was on building health systems for the future.
- **USTDA & USAHA Healthcare Infrastructure Roundtable in Washington, D.C.:** Dr. Lewis, as USA Healthcare Alliance (USAHA) Vice Chair, led a Panel on Healthcare Infrastructure Industry Trends at the US Trade and Development Agency's (USTDA) Roundtable.
- **Hosted Lunch for Indonesian Minister of Health in Boston, Massachusetts:** Dr. Lewis and Dr. Langenbrunner hosted a discussion regarding primary health care models and options for improving performance with several other invitees including the Head of Global Policy Center of Indonesia's new Health Policy Agency Pak Bonanza and several Harvard professors.
- **Congresso Nacional UNIMED de Gestão em Saúde in São Paulo, Brazil:** Dr. Lewis was Keynote speaker for the annual Conference of Managers of UNIMED, Brazil's largest private insurance company. The topic of her presentation was How Other Countries are Adopting Alternative Payment Systems and Implications for Brazil.
- **IDB Hospital Efficiency in Latin America and the Caribbean in Washington, D.C.:** Dr. La Forgia presented on "What Matters in Improving Hospital Efficiency and Performance" at a regional meeting on Smart Spending on Health sponsored by the Inter-American Development Bank (IDB). The meeting was attended by high-level officials from ministries of finance and health in Latin America and Caribbean.
- **WHO Eastern Mediterranean Hospital Conference in Cairo, Egypt:** Dr. La Forgia presented virtually on the Implementation of Hospital Reforms in Select Countries and the challenges and lessons learned. The conference focused on improving and transforming the hospital sector in the "Post COVID" era in the Eastern Mediterranean region.

# HIGHLIGHTS

## Events, Reports, and Publications

### EVENTS

- **UNIDAS: Innovation in Brazil's Private Health Sector in São Paulo, Brazil and Boston, Massachusetts:** Dr. Lewis presented on Accountable Care Organizations as part of a broader course for Brazilian healthcare leaders, and facilitated and advised the members on a 3-day visit to Boston, Massachusetts on the relevance of US experiences with ACOs to UNIDAS. UNIDAS, a coordinating organization representing a range of major Brazilian private sector payers and providers, is helping members learn about the advantages and pitfalls of alternative healthcare delivery and payment models in anticipation of pilot efforts.

### REPORTS

- **Lewis, M., Coyne, A., Okun, R.** 2023. Comparative Case Study on Health System Responses to COVID-19 in Brazil and Mexico. Aceso Global. White Paper.
- **La Forgia, J., Roland, J., Lewis, M. et al.** 2023. Achieving Integrated Primary Care in Asia and the Pacific. ADB Briefs.
- **Roland, J., La Forgia, J., Lewis, M. et al.** 2023. Expanding Hospital Access in Rural and Remote Areas. ADB Briefs.
- **Lewis, M., Roland, J., Enciso, M. et al.** 2023. Regional Public Health Institutions. Aceso Global. White Paper.

### PUBLICATIONS

- Boettiger, D. C., Lin, T. K., **Hamza, M. M.** et al., 2023. Projected impact of population aging on non-communicable disease burden and costs in the Kingdom of Saudi Arabia, 2020–2030. *BMC Health Services Research*, 23(1), 1381.
- Evenson, K.R., Alhousseini, N., **Hamza, M.M.** et al., 2023. Scoping review of population-based physical activity and sedentary behavior in Saudi Arabia. *Journal of Physical Activity and Health*, 20(6), pp.471-486.
- Evenson, K.R., Allothman, S.A., **Hamza, M.M.** et al., 2023. A scoping review on the impact of the COVID-19 pandemic on physical activity and sedentary behavior in Saudi Arabia. *BMC Public Health*, 23(1), p.572.
- Onvlee, O., Kok, M., **Hamza, M. M.** et al., 2023. Human Resources for Health in Conflict Affected Settings: A Scoping Review of Recent Evidence. *International Journal of Health Policy and Management*, (Articles in Press).



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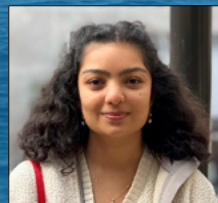
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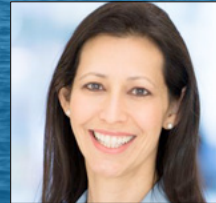
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