FRONTLINE HEALTH CARE SYSTEM RESOURCE TOOLKIT:
USER GUIDE & KEY THEMES

GLOBAL FINANCING FACILITY

SUPPORTED BY
WORLD BANK GROUP

IMPROVING HEALTH FOR EVERY WOMAN AND EVERY CHILD THROUGH FRONTLINE HEALTH SYSTEMS

The Global Financing Facility (GFF) is a multi-stakeholder partnership helping countries tackle the greatest health and nutrition issues affecting women, children, and adolescents. The GFF brings governments and partners together around a country-led investment case, prioritizing high-impact but under-invested areas of health and nutrition.

Key among these issues is a focus on frontline health care systems – including the primary health care system, network of frontline health workers, and any public or private-sector service or institution that serves as the "first-touch" point when encountering the public health or health systems. These frontline health systems form the foundation of effective health care and are critical to achieving the UHC and SDG agendas.

It is these frontlines of health care systems that are most well-positioned to assess, treat,

educate, and refer for critical care and services, bringing health care to the most underserved communities, and neglected women, children, and adolescents. Yet the frontlines of health systems have been consistently neglected and under-invested in, and to achieve the SDGs, we must refocus attention, and investments, to improving them.

As countries plan and develop their investment cases, and implement them, this Resource Toolkit aims to provide country-level stakeholders a set of technical resources to inform planning, prioritization, and implementation to achieve RMNCAH-N targets through improvement of frontline health systems. The toolkit provides a compendium of evidence-based and best practice resources to improve frontline health delivery to achieve improved health for every woman and every child.
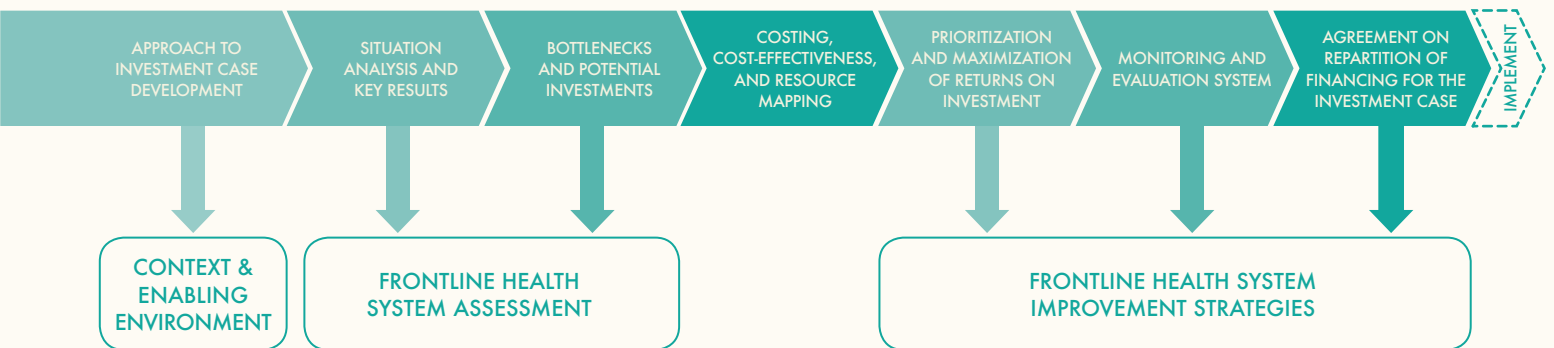
Photo: John Rae / GFF

NAVIGATING THE RESOURCE TOOLKIT WITH THIS USER GUIDE

The Frontline Health System Resource Toolkit is designed to help integrate evidence-based best practices in frontline health system strengthening and design into the investment case development process and implementation. To navigate the Resource Toolkit, this User Guide will help you identify which resources may be the most valuable and relevant to your specific country setting.

The Toolkit contains information on three domains of frontline health systems improvement:

1. Context & Enabling Environment

2. Frontline Health Systems Assessment, and

3. Improvement Strategies.

Each of these domains will be relevant at different points in the development and implementation of the Investment Case.

FRONTLINE HEALTH SYSTEMS RESOURCE TOOLKIT

CONTEXT & ENABLING ENVIRONMENT

FRONTLINE HEALTH IMPROVEMENT STRATEGIES

FRONTLINE HEALTH SYSTEM ASSESSMENT

| APPROACH TO INVESTMENT CASE DEVELOPMENT | SITUATION ANALYSIS AND KEY RESULTS | BOTTLENECKS AND POTENTIAL INVESTMENTS | COSTING, COST-EFFECTIVENESS, AND RESOURCE MAPPING | PRIORITIZATION AND MAXIMIZATION OF RETURNS ON INVESTMENT | MONITORING AND EVALUATION SYSTEM | AGREEMENT ON REPARTITION OF FINANCING FOR THE INVESTMENT CASE | IMPLEMENT |

| CONTEXT & ENABLING ENVIRONMENT | FRONTLINE HEALTH SYSTEM ASSESSMENT | FRONTLINE HEALTH SYSTEM IMPROVEMENT STRATEGIES |

By using this toolkit to help build the foundation of frontline health systems, assess what resources and systems are already in place, and implement best practices into existing country platforms, services and outcomes for every woman and every child can improve.

NAVIGATING THE RESOURCE TOOLKIT WITH THIS USER GUIDE

This User Guide will help county-level platforms navigate the resources available in the Toolkit. The Toolkit was not designed to be read in its entirety, but instead for Toolkit users to identify which domains and resources are most applicable for their setting and the questions they would like to answer as a part of the process in developing their investment case. This overview highlights the domains covered in the Toolkit and what part of the investment case process they will be most helpful in. On pages 6-10 of this User Guide, further detail is provided about each domain.

CONTEXT & ENABLING ENVIRONMENT

This section contains discussion of frontline health care systems, integrated health care delivery, health system target setting, health system actors and social accountability, and financing frontline health systems. For additional information see:
- Page 6-7 of this User Guide, and
- Page sections 1-4 of the Toolkit

FRONTLINE HEALTH SYSTEMS RESOURCE TOOLKIT

CONTEXT & ENABLING ENVIRONMENT
FRONTLINE HEALTH IMPROVEMENT STRATEGIES
FRONTLINE HEALTH SYSTEM ASSESSMENT

DO YOU WANT TO LEARN MORE ABOUT...	... THEN WE RECOMMEND SECTION:
Defining frontline health care systems	Section 1
Health system strategy & targets	Section 2
Health system actors, communities, and social accountability	Section 3
Financing frontline health systems	Section 4

ASSESSMENT

Measuring Performance and Status of the Frontline

This section contains tools that will help you determine the strengths and weaknesses of frontline health systems in your country at both national and sub-national levels. For additional information see:
- page 8-9 of this User Guide, and
- page section 5 of the Toolkit

APPROACH TO INVESTMENT CASE DEVELOPMENT

SITUATION ANALYSIS AND KEY RESULTS

BOTTLENECKS AND POTENTIAL INVESTMENTS

COSTING, COST-EFFECTIVENESS, AND RESOURCE MAPPING

PRIORITIZATION AND MAXIMIZATION OF RETURNS ON INVESTMENT

IMPROVEMENT

Improvement Strategies for Frontline Health Care Systems

This section contains strategies and tools to optimize the functioning and service delivery of frontline health systems and staff. For additional information see:
- Page 10-11 of this User Guide, and
- Page section 6 of the Toolkit

DOES YOUR HEALTH SYSTEM NEED TO IMPROVE...	...THEN WE RECOMMEND MATERIALS IN SECTION:
Meeting the needs of the community?	Section 6.2
Coverage?	Sections 6.3 & 6.9
Quality of services?	Section 6.4
Supervision?	Sections 6.4 & 6.6
Staffing?	Section 6.6
Monitoring & Evaluation?	Section 6.8

MONITORING AND EVALUATION SYSTEM

AGREEMENT ON REPARTITION OF FINANCING FOR THE INVESTMENT CASE

IMPLEMENT

Photo: Dominic Chavez / GFF

CONTEXT & ENABLING ENVIRONMENT

To learn more about frontline health care systems, their context, and how to cultivate an enabling environment, review these sections.

In this section, you will find content on four topics – the key themes to each are highlighted here.

These topics are covered in detail in Sections 1 - 4 of the Toolkit.

Photo: Dominic Chavez / GFF

KEY THEMES:

1. Building frontline health systems to achieve universal health coverage
2. What are "the frontlines"?
3. Role of the frontlines in achieving the SDGs and UHC

KEY THEMES:

1. The "Three Ones" principle and approach
2. Building or refining national strategies and targets
3. Global standards and benchmarks

FRONTLINE HEALTH SYSTEMS & INTEGRATED HEALTH CARE DELIVERY

HEALTH SYSTEM TARGETS & STRATEGY

FINANCING FRONTLINE HEALTH CARE SYSTEMS

HEALTH SYSTEM ACTORS, COMMUNITIES, & SOCIAL ACCOUNTABILITY

KEY THEMES:

1. Expenditure, financing, and obstacles
2. Political commitment and prioritization
3. Identifying appropriate financing

KEY THEMES:

1. The role of national governments in frontline system improvement
2. The role of sub-national and local government in frontline system improvement
3. Community and provider engagement
4. Integrating social accountability into the frontlines

APPROACH TO INVESTMENT CASE DEVELOPMENT | SITUATION ANALYSIS AND KEY RESULTS | BOTTLENECKS AND POTENTIAL INVESTMENTS | COSTING, COST-EFFECTIVENESS, AND RESOURCE MAPPING | PRIORITIZATION AND MAXIMIZATION OF RETURNS ON INVESTMENT | MONITORING AND EVALUATION SYSTEM | AGREEMENT ON REPARTITION OF FINANCING FOR THE INVESTMENT CASE | IMPLEMENT

ASSESSING CONTEXT: MEASURING PERFORMANCE OF FRONTLINE SYSTEMS, AND PRIORITIZATION OF INTERVENTIONS

To develop the investment case, begin with a formal assessment of your frontline health care system

Assessment of frontline health systems is a critical component of broader situational analysis as policymakers aim to improve overall health outcomes. Formal structured assessment enables policymakers to establish a benchmark and understand current performance of the frontline system, and what and where challenges exist in their setting. This information then enables policymakers to prioritize health care challenges based on evidence and informed by understanding of return on investment of each potential intervention.

This section includes a selection of frameworks and tools to support Toolkit users with the process of assessment and prioritization. These topics are covered in detail in Section 5 of the Toolkit.

Photo: Dominic Chavez / GFF

FRONTLINE HEALTH CARE SYSTEMS CONTINUUM OF CARE: FROM HOUSEHOLDS TO COMMUNITIES TO PRIMARY HEALTH FACILITIES

CONCEPTUAL FRAMEWORKS:

These frameworks provide Toolkit users conceptual foundations of frontline health care delivery to inform assessment strategies for their own setting, and ensure all domains of the frontline health system are considered as a part of analysis. Examples include:

- Primary Health Care Performance Initiative (PHCPI) Conceptual Framework
- Community Health Systems conceptual framework
- WHO guideline on health policy and system support to optimize community health worker programs

ASSESSMENT FRAMEWORKS:

Structured formal assessment of frontline systems provides policymakers with baseline data about performance and status of health delivery critical to inform subsequent prioritization and improvement decision-making. In addition to HMIS, CRVS, national and sub-national health assessments. Examples include:

- PHCPI Core Indicators & Vital Signs Profile
- CHW AIM Toolkit
- Frontline Health performance metrics

PRIORITIZATION TOOLS:

Prioritization helps policymakers decide, in a structured analytical way, where to dedicate resources available to lead the most robust impact in health outcomes. Examples include:

- Countdown to 2030 country profiles
- DCP3
- LiST: Lives Saved Tool
- Optima
- EQUIST 2.0

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IMPROVEMENT STRATEGIES FOR FRONTLINE HEALTH CARE SYSTEMS

To learn more about how to improve frontline health care systems in your context, review these sections.

In this section, you will find content on improvement strategies dealing with all aspects of frontline health care systems, including human resources, management and supervision, infrastructure and facilities, supply chain, community-based service delivery, engaging the private sector, or local communities and stakeholders, and much more.

These topics are covered in detail in Section 6 of the Toolkit.

Photo: Scott Wallace / World Bank

ARE YOU AIMING TO IMPROVE	LEARN MORE IN	KEY THEMES INCLUDED	SAMPLE TOOLS & RESOURCES INCLUDED
SERVICES PROVIDED IN PRIMARY HEALTH CARE FACILITIES & HOSPITALS	• **Section 6.4** Delivering high quality and safe health care services	• Improving Safety • Measuring and Managing Performance • Accrediting, Licensing, and Certifying Health Care Providers	• WHO guidelines on patient safety • Management tools such as PDSA, SBAR, SBRM
ENGAGEMENT WITH THE PRIVATE SECTOR	• **Section 6.5** Leveraging the Private Sector for Frontline Health Systems	• The Role of the Private Sector in Frontline Delivery • Challenges and Strategies for Effective Private Sector Engagement • Policy Initiatives	• Examples of PPP Frontline service delivery from India
STAFFING AND COMMUNITY BASED CARE	• **Section 6.3** Models for prioritizing primary care and public health • **Section 6.6** Creating an effective primary health care workforce	• Empanelment • Proactive Population Outreach • Team-based Care Organization • Provider Competence, Availability, Roles & Responsibilities • Recruitment, Training, Supervision, & Motivation	• WHO Strategy of Human Resources for Health • Who Guide on Task Shifting • Protocols for IMCI, IMAI, and Safe Childbirth
ENGAGING THE COMMUNITY TO INCREASE EQUITY AND ACCESS	• **Section 6.2** Engaging with community and other stakeholders • **Section 6.9** Optimizing access to care	• Local Priority Setting • Community Engagement • Integrating governance and formalizing linkages to the community and local health system • Improving Geographic, Financial and Timeliness Access and acceptability of care	• Case study on community engagement from Ghana • Financial models to increase access (CBHI, CCT)
REPORTING AND THE USE OF DATA	• **Section 6.8** Monitoring and Evaluation • **Section 6.7** Technology, infrastructure, medicines, and health products for primary health care delivery	• Technology Infrastructure • Information Systems Use • CHW data collection, monitoring, and programmatic improvement	• WHO Digital Health Atlas • The "Tech-enabled PHC resources" • Examples of mHealth & eHealth implementation

APPROACH TO INVESTMENT CASE DEVELOPMENT → SITUATION ANALYSIS AND KEY RESULTS → BOTTLENECKS AND POTENTIAL INVESTMENTS → COSTING, COST-EFFECTIVENESS, AND RESOURCE MAPPING → PRIORITIZATION AND MAXIMIZATION OF RETURNS ON INVESTMENT → MONITORING AND EVALUATION SYSTEM → AGREEMENT ON REPARTITION OF FINANCING FOR THE INVESTMENT CASE → IMPLEMENT