

WHO BARCELONA COURSE ON HEALTH FINANCING FOR UNIVERSAL HEALTH COVERAGE

March 16 – 20, 2020, Barcelona, Spain

20 February 2020

Dear Participants,

We are looking forward to welcoming you soon at the WHO Barcelona course on health financing for UHC. In order to maximize the learning and experience sharing benefits of the course, we would like to ask you to complete **pre-course exercise**, ideally in collaboration with your fellow country participants. You can find your fellow country participants in the attached list of participants.

Please note, **e-Learning Course on Health Financing Policy for UHC** will help you to complete below described pre-course exercise. The web-site of this course is [http://www.who.int/health\\_financing/training/e-learning-course-on-health-financing-policy-for-uhc/en/](http://www.who.int/health_financing/training/e-learning-course-on-health-financing-policy-for-uhc/en/)

**Overview of pre-course exercise**

In this exercise, we ask you to (1) choose a health system performance problem in your country; (2) develop an in-depth diagnostic or root cause analysis of the problem.

We developed a simple template for you to facilitate this work. It is attached to this email with the title *“Country health systems diagnostics- Template”*. Please use this template as a guide and be creative visually in how you present the information. You can contact your fellow country participants if you prefer to develop one coordinated presentation for your country.

When we receive your presentations, we will print them and display on the first day of the course for everyone to view. You may be asked to elaborate some aspects of your country diagnostics during the sessions on Day 1.

**Task 1. Choose a health system performance problem**

Please select **ONE performance problem** of your health system. Choose a problem that your country is struggling to address, that you would like to analyze and understand better, and for which you would like to develop policy options for solution during our course. Most countries have more than one performance problem and it can be challenging to select only one, but please try.

When we talk about performance problems, we specifically mean problems identified at the level of health system goals. In this course, we separate health system goals into **ultimate and intermediate goals**:

- **ultimate goals**: health gain and equity in health, financial protection and equity in finance and responsiveness.
- **intermediate goals**: equity in utilization, efficiency, quality, transparency and accountability.

In your problem statement, try to be as specific as you can. Once you have chosen your performance problem, please articulate it clearly, and justify that it is indeed a problem by providing evidence. Please use not more than 2 slides for this task.

## **Task 2. Diagnostics and root cause analysis**

Now explore the causes of your chosen problem. Work backwards from performance problems to causes and to the causes of causes. Please focus on causes that can be changed by health policy levers. To identify the root cause, we suggest to ask the question ‘why’ as many times as necessary. *Why do you have this problem in your system?*

Most performance problems have multiple, interconnected causes and more than one effect. Look for actionable causes, do not jump to conclusions and be specific considering the evidences to check your initial ideas. Root cause analysis provides the ‘path’ to solutions; however, there is no one right answer. Improving performance will often require more than one action and to sequence them is of critical importance.

When you have mapped out your tree of causal analysis, highlight some root causes that you are particularly interested in and would like to explore during the course.

Use not more than 2-3 slides for this task.

As a background reading material to help you to conduct this diagnostics, please read carefully the book “Roberts M., Hsiao W. and Berman P. (2002). *“Getting health reform right. A guide to improving performance and equity.”* We suggest you focus on chapters 5, 6 and 7. You can find this book at the following link:

[http://www.jointlearningnetwork.org/uploads/files/resources/Getting\\_Health\\_Reform\\_Right.pdf](http://www.jointlearningnetwork.org/uploads/files/resources/Getting_Health_Reform_Right.pdf)

**Please send us your presentation with your root cause analysis based on the template by March 9, 2020 to Ruth Oberhauser ([oberhauserr@who.int](mailto:oberhauserr@who.int)) and Baktygul Akkazieva ([akkazievab@who.int](mailto:akkazievab@who.int)).**

If you have any questions, please feel free to contact us.

Warm regards on behalf of the trainers’ team,

Dr. Tamás Evetovits  
Course Director