## Worksheet Intro-1: Complete checklist of key actions for each Step of health reform

Step One: Deciding to Start a Health Reform Process

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|  | Top political leadership reflects on core values that shape social expectations of the health sector, especially the role of market and state in their society, in consultation with a small circle of key advisors, allies, and experts |
|  | Identify ethical principles for health system performance (related to consequences, rights, and community virtues) that provide reasons for selecting certain problems as the basis for starting a reform process |
|  | Examine the benefits and risks of engaging in health reform and the political opportunities to achieve reform, in order to decide whether to move forward |
|  | Decide to start a health reform process, in consultation with a small circle of key advisors, allies, and experts |

Step Two: Creating a Health Reform Team

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|  | Using the policy cycle, sketch out a preliminary health reform strategy |
|  | Using your policy cycle sketch, identify the key skills and areas of expertise you need on the Health Reform Team |
|  | Identify and recruit a small group of people with the necessary skills and expertise to serve as your Health Reform Team |
|  | Position and provide resources to the Team |
|  | Support the Team to develop a shared mission, effective methods of communication and collaboration, and strategies for managing the rest of the health reform process steps |
|  | Support the Team to create technical and advisory groups, network with partners and stakeholders, and engage consultants to fill gaps and bolster support for the proposed health reform |

Step Three: Assessing Health System Performance and Defining Performance Problems

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|  | Decide what to assess, including the kinds of performance problems to assess (based on the intermediate and final performance objectives), and the types of analysis and analytic skills required |
|  | Decide who will do the assessment, considering both external analysts outside of government and people internal to the Health Reform Team and government agencies |
|  | Design the assessment, including the scope of assessment, time and resources required, existing data sources, and new data to be collected, with deadlines for deliverables |
|  | Analyze both primary and secondary data to generate a comprehensive assessment, identify major problems, and prepare for diagnosis (Step Four) |

Step Four: Diagnosing the Causes of Performance Problems

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|  | Decide which performance problems to diagnose (using the assessment(s) from Step Three as well as the priorities defined by the Health Reform Team and political leadership) |
|  | Decide who will do the diagnosis, considering both external analysts outside of government and internal analysts (on the Health Reform Team and in government agencies), including the time and resources required |
|  | Using a systems approach, describe the structure and functioning of the current health care system that is facing the selected performance problems |
|  | Using a systems approach, construct a diagnostic tree, using primary and secondary data, to reveal the root causes of the performance problems |
|  | Link the root causes to the policy control knobs (and identify linkages among the underlying causes) to identify areas for intervention (in preparation for selecting reform options in Step Five) |

Step Five: Deciding on Your Reform Package

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|  | Decide on the scope of your reform using evidence from the diagnosis, assessment, and policy studies. |
|  | Decide on a package of interventions to include in your reform, considering the five policy control knobs. |
|  | Decide whether to start with pilot tests or a full-scale approach. |
|  | Decide on a mechanism for enacting reform (legislation or executive decree) |
|  | Decide on a name for the reform package. |
|  | Decide on the timing of the reform effort. |

Step Six: Conducting Political Analysis and Designing Political Strategies

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|  | Identify stakeholders (persons or organizations) with a vested interest in your policy and the potential to influence related decisions |
|  | Assess the position, interest and power of your stakeholders |
|  | Design and implement a set of political strategies to increase the likelihood of success |
|  | Evaluate your strategies and re-do your analysis as often as needed |

Step Seven: Managing the Implementation of Health Reform to Achieve Results

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|  | Assess your team´s capacity to drive delivery and implement your proposed interventions |
|  | Conduct an analysis of the politics of implementation |
|  | Develop an implementation plan with clearly-defined goals, targets, team assignments and timelines |
|  | Communicate effectively with stakeholders |
|  | Track progress towards objectives (through monitoring) and address problems that arise |

Step Eight: Evaluating Impacts and Creating Sustainability for Your Health Reform

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|  | Decide on your evaluation strategy early in the reform process, before starting implementation, especially whether you will use before-and-after comparison, or control groups, or region-by-region implementation at different times |
|  | Decide on measures for data collection needed for evaluation, including who will collect the data, how much it will cost, measures to assure reliability, and how to avoid collecting too little or too much data |
|  | Decide whether to use an external organization or an internal agency to perform the evaluation (after assessing the advantages and disadvantages of both approaches) |
|  | Answer five questions for planning the evaluation:   1. Why conduct an evaluation? 2. Who does the evaluation? 3. What do you evaluate? 4. Who are the main audiences and how to you communicate the evaluation? 5. Who will evaluate the evaluators? |