

National Health Plan 2021-2030

Volume 1 Policies and Strategies



Government of
Papua New Guinea

OCTOBER 2021

**BUILDING THE HEALTH OF OUR PEOPLE
LEAVING NO-ONE BEHIND IS EVERYBODY'S BUSINESS**

National Health Plan 2021-2030

A healthy and prosperous nation where health and wellbeing are enjoyed by all

KRA.1

Healthier communities through effective engagement

KRA.3

Increase access to quality and affordable health services

KRA.2

Working together in partnership

KRA.4

Address disease burdens and targeted health priorities

KRA.5

Strengthen health systems

- Health Facilities
- Workforce
- Financing
- Medical Supplies
- Governance & Leadership
- Information, Research & Innovation

LEAVING NO-ONE BEHIND IS EVERYBODY'S BUSINESS

Communities, Government and Partners working together to promote health and wellbeing and deliver compassionate, equitable and quality health care for all

POLICY DIRECTIONS FOR THE NEXT TEN YEARS

OUR VISION A healthy and prosperous nation where health and wellbeing are enjoyed by all.

OUR GOAL Preventing ill health, identifying, and addressing health risks and emerging diseases and providing accessible and affordable quality healthcare for all.

OUR VISION Communities, government and partners working together to promote health and wellbeing and deliver compassionate, equitable and quality healthcare for all

ESSENTIAL PRINCIPLES AND VALUES OF THE HEALTH SYSTEM

- ❑ **People-centred:** Services that are focused on people, family, environment, and culture that are comprehensive, accessible, and community-based to meet health needs of people throughout their life course.
- ❑ **Equity:** Services that are equitably distributed and reach all people, regardless of their sex, age, political affiliation, religion, culture, gender, or ethnicity.
- ❑ **Partnerships:** Working with all partners across all levels of the health system.
- ❑ **Health services adapted to community needs:** Accessible to quality and affordable healthcare that is responsive to specific needs.
- ❑ **Integrated approaches:** Balanced interventions address primary, secondary and tertiary care of healthcare system.
- ❑ **Evidence-based innovation:** Pursues high-quality and safe health outcomes through research, science and technology that meets international standards.

CORE PRIORITIES FOR THE NEXT TEN YEARS

Lessons learnt from the previous ten years, as demonstrated in the situational analysis, and confirmed during stakeholder consultations require a rethink of the current policy directions. If we are to meet the SDGs and the targets within the PNG DSP by 2030, we must re-link our priorities and focus on what matters.

The NHP 2021-2030 is a simple, realistic, and affordable plan influenced by the expectation that financial resources will be limited for at least the next five years. Despite these constraints, the NHP seeks to deliver a system for everyone, leaving no-one behind and focusing on our key challenges and building our readiness for future health challenges.

The NHP 2021-2030 is underpinned by the following themes:

- **A focus on people and their home environments.** PNG is steeped in tradition that honours our culture and the family. Attaining and maintaining health, which is determined as

much by environments and lifestyle as it is by biology and health services, is guided by person, spirituality, and culture.

- **Engagement with the social sectors and partners.** The determinants of health lie in nutrition, education, household income, shelter, water, and environments. Servicing health needs at the community level has greater opportunity for success if working collaboratively with other social service sectors and partners. We can't do this alone.
- **One System Tasol.** In fulfilling the legislative obligation that supports the Constitution of Papua New Guinea, notably the *Organic Law of Provincial and Local Level Government*, the health sector has transitioned to a new National Health System, where Provincial Health Authorities (PHA) take carriage of service needs of their communities at the provincial level. The NDoH has a support role in setting policies and standards and facilitating synergies in health systems and public health programs and holding programs and provinces accountable to the communities.
- **Development of services that are responsive to need and available to all.** When illness or disability besets an individual, it is the right of that individual to access affordable and quality healthcare, where they need and when they need it. The health sector will commit to engendering UHC in all its plans, programs, and activities to ensure no-one is left behind.
- **A focus on disease prevention and health promotion.** PNG faces the dual burden of both communicable and non-communicable disease. Wherever possible, effort will be made to strengthen the individuals and their environments to protect populations from experiencing disease. While recognising that there is a need for specialised and quality care to address illness, greater reach and less suffering can be expected through preventing the onset (primary prevention) and progression (secondary prevention) of illness. This requires considered balance between the primary and tertiary levels of health service, Prevention efforts are defined by the “Healthy Islands” approach, encompassing behaviour modification and risk mitigation, addressing environments, and utilising policy and legislative approaches to support better health.

SPECIFIC OBJECTIVES AND STRATEGIES

The vision, goal, and mission of the NHP 2021-2030 will be achieved through emphasising the following five KRAs that are accompanied by their detailed objectives and strategies:

- Healthier communities through effective engagement
- Working together in partnership
- Increase access to quality and affordable health services
- Address disease burdens and targeted health priorities
- Strengthen health systems.

KRA 1: HEALTHIER COMMUNITIES THROUGH EFFECTIVE ENGAGEMENT

Objective 1.1: Improve access for a range of people-centered services for communities.

Strategies:

- 1.1.1 Increase individuals' and communities' involvement in sustaining their own health.
- 1.1.2 Strengthen community engagement in planning and implementing health services at their level.
- 1.1.3 Increase engagement with non-government organisations, churches, local-level governments (LLGs) and District Development Authorities (DDAs) for community based programs.

Objective 1.2: Implement sustainable community-based options for delivering health promotion, awareness, and preventive activities.

Strategies:

- 1.2.1 Ensure greater recognition of the primary healthcare role played by Village Health Assistants (VHAs), supported by Community Health Workers.
- 1.2.2 Develop sustainable incentive packages for VHAs that focus on health promotion and disease prevention and are responsive to individual settings.

Objective 1.3: Strengthen primary care through health promotion, prevention and protection.

Strategies:

- 1.3.1 Strengthen implementation of the Healthy Island Concept at community settings.
- 1.3.2 Strengthen health promotion and preventative functions at community levels.
- 1.3.3 Assess and manage risk factors affecting health and environment.

KRA 2: WORKING TOGETHER IN PARTNERSHIP

Objective 2.1: Work with partners to deliver an integrated and inclusive approach that is responsive to communities' needs and priorities.

Strategies:

- 2.1.1 Strengthen engagement with non-government organisations including service recipients in planning and delivery of health services with a focus on health promotion and disease prevention.
- 2.1.2 Improve collaboration between PHAs, provincial administration and other inter-government agencies including DDAs to establish and deliver integrated community-focused health services at provincial, district, and village levels.
- 2.1.3 Collaborate with community-based organisations to provide health services such as disability, mental health, and social change services.

- 2.1.4 Collaborate with government agencies and other stakeholders to establish an integrated birth and death reporting system.

Objective 2.2: Collaborate with all partners to implement a single national health sector plan for PNG.

Strategies:

- 2.2.1 Strengthen engagement and coordination with all churches and faith-based organisations, NGOs and the private sector to implement the NHP 2021–2030 and the National Health Service Standards.
- 2.2.2 Improve inter-governmental engagement to coordinate implementation of the NHP 2021–2030 and the National Health Service Standards and maximise resources for health service delivery.
- 2.2.3 Strengthen engagement and coordination with development partners at national level to ensure technical and financial support is directed into key priority interventions.
- 2.2.4 Strengthen public–private partnerships to increase and maximise the available resources for health.
- 2.2.5 Partner with other relevant government departments to address social determinants of health such as law and order, roads, transport, and infrastructures that affect the implementation of health plans.

KRA 3: INCREASE ACCESS TO QUALITY AND AFFORDABLE HEALTH SERVICE

Objective 3.1: Improve the quality of care at all levels of service delivery.

Strategies:

- 3.1.1 Strengthen integration of clinical services, public health interventions and primary healthcare at all levels of care (Essential Health Intervention Package).
- 3.1.2 Improve quality and efficacy of medical drugs and consumables.
- 3.1.3 Improve clinical interventions with the aim of identifying proven efficiency and effectiveness.
- 3.1.4 Strengthen pre-service and in-service training at all health facilities.

Objective 3.2: Increase access to healthcare services for all with greater focus on the disadvantaged communities.

Strategies:

- 3.2.1 Increase provision of special needs services and homecare support at all levels of care.
- 3.2.2 Introduce user friendly, comprehensive and innovative health incentive schemes that increases utilisation of facilities.
- 3.2.3 PHAs implement user friendly incentive schemes for women and communities that increase number of women accessing antenatal care, supervised delivery and postnatal care and family planning.

- 3.2.4 Strengthen process of referring patients from primary healthcare levels to the next appropriate level for continuum of care.
- 3.2.5 Strengthen the capacity of PHAs and hospitals to increase integrated outreach services.

Objective 3.3: Improve the range and availability to affordable healthcare services.

Strategies:

- 3.3.1 All partners support the revised Free Primary Health Care and Subsidized Specialized Health Services Policy implementation.
- 3.3.2 Increase utilisation of user-friendly services through better client care management.
- 3.3.3 Explore options to reduce out of pocket payments.
- 3.3.4 Build provincial hospital capacity to deliver specialized services and health hubs of excellence.
- 3.3.5 Strengthen capacity of the national referral and teaching hospital.

KRA 4: ADDRESS DISEASE BURDENS AND TARGETED HEALTH PRIORITIES

Objective 4.1: Reduce burden of communicable diseases to achieve global obligations.

Strategies:

- 4.1.1 Increase the capacity of the health sector to prevent, promote and treat communicable diseases such as TB, HIV and malaria.
- 4.1.2 Build capacity of PHAs to conduct surveillance of communicable diseases, and respond and report in a timely manner.
- 4.1.3 Raise awareness of the importance of ownership, stakeholder engagement, collaboration, and alignment to meet PNG and global obligations.

Objective 4.2: Reduce the morbidity and mortality of non-communicable diseases.

Strategies:

- 4.2.1 Increase the population's awareness of emerging lifestyle-related diseases to make informed decisions about their health.
- 4.2.2 Increase awareness on substance abuse and mental health, especially in youths and adolescents.
- 4.2.3 Strengthen screening, prevention and treatment of lifestyle diseases including oral health services.

Objective 4.3: Reduce morbidity and mortality of cancer.

Strategies:

- 4.3.1 Strengthen screening, prevention, and early detection of cancer.
- 4.3.2 Improve the quality and affordability of cancer treatment.

4.3.3 Empower communities to provide home-based continuum of care.

Objective 4.4: Reduce morbidity and mortality of trauma.

Strategies:

- 4.4.1 Increase the health sector's response to the prevention of injuries and violence that impact families and communities.
- 4.4.2 Improve accessibility and affordability of trauma management.
- 4.4.3 Improve stakeholder engagement to increase awareness about trauma-related harm among different age groups.

Objective 4.5: Strengthen family health programs at all levels of care.

Strategies:

- 4.5.1 Increase access healthcare services for women, including antenatal care, supervised delivery, postnatal care, and family planning.
- 4.5.2 Increase and strengthen infant and young child survival programs.
- 4.5.3 Increase coverage of immunisation in all provinces.
- 4.5.4 Improve programs for sexual and reproductive health for youth and adolescents, men's health, and gender-based violence.
- 4.5.5 Improve collaboration with relevant stakeholders to implement nutrition programs.

Objective 4.6 Strengthen environmental health to ensure the right to an environment that is conducive to health and wellbeing.

Strategies:

- 4.6.1 Improve the performance of environmental health by ensuring policies, plans and regulatory frameworks support individual and community environmental health efforts.
- 4.6.2 Collaborate with key stakeholders to prevent foodborne and waterborne diseases.
- 4.6.3 Research new insights and innovative solutions into environmental health problems.
- 4.6.4 Maintain international border controls and ensure compliance with International Health Regulations core capacity requirements.

Objective 4.7: Improve preparedness for disease outbreaks and emerging population threats, including pandemics.

Strategies:

- 4.7.1 Establish the Public Health Institute, encompassing the National Reference Laboratory.
- 4.7.2 Increase preparedness and capacity of the health sector to identify, respond to, monitor, and report on emerging and re-emerging health threats.
- 4.7.3 Strengthen capacity of the Central Public Health Laboratory to supervise and monitor quality of testing across the sector.

- 4.7.4 Strengthen the testing capacity of all provincial hospital laboratories.
- 4.7.5 Strengthen the capacity of the health sector to report on notifiable diseases in accordance with international health regulations.

KRA 5: STRENGTHEN HEALTH SYSTEMS

Objective 5.1 Improve health leadership, governance, and management at all levels of the health system.

Strategies:

- 5.1.1. Strengthen the NDoH's capacity to provide oversight and strengthen PHA board governance, monitor compliance to standards, and evaluate overall PHA performance.
- 5.1.2. Build capacity of PHAs to improve and strengthen corporate and clinical governance to be responsive to local priorities.
- 5.1.3. Strengthen a culture of organisational excellence that is reflected in all clinical and corporate plans.
- 5.1.4. Ensure legislation on health systems and health functions are reviewed, amended and developed to drive reform.
- 5.1.5. Strengthen regulatory authorities' roles and functions to align with national and international standards and legislation.
- 5.1.6. Improve mandatory quality assessment and accreditation programs to support excellence in consumer and patient care management.

Objective 5.2: Improve health facility infrastructure and equipment to meet the approved standards.

Strategies:

- 5.2.1. Improve existing health facilities to be user-friendly and build new ones according to standards.
- 5.2.2. Integrate comprehensive health promotion, prevention and curative health from Level 1 to Level 6 health facilities.
- 5.2.3. Strengthen health services planning in line with the National Health Service Standards to reflect population, disease burden, geography, and community priorities.
- 5.2.4. Strengthen Level 6 hospital as the national referral, research and teaching hospital for the country.
- 5.2.5. Strengthen capacity of hospitals to perform specialist services and conduct research and training.
- 5.2.6. Improve and upgrade medical equipment across the country in accordance with the National Health Service Standards.

Objective 5.3: Improve financial management and resource mobilisation for health.

Strategies:

- 5.3.1. Improve and consolidate health sector planning, budgeting, implementation, and monitoring.
- 5.3.2. Strengthen governance across the health system to enhance accountability and transparency.
- 5.3.3. Strengthen public financial management to improve effectiveness of health service delivery.
- 5.3.4. Introduce facility-based budgeting across all PHAs to improve the visibility of budget allocations and ensure that funding follows health sector functions.
- 5.3.5. Explore options to introduce activity-based budgeting as a means of improving resource allocation and implementation of strategies.
- 5.3.6. Explore options for self-financing, including the establishment of the Health Endowment Fund.

Objective 5.4: Strengthen human resource governance and management systems to meet present and future workforce requirements.

Strategies:

- 5.4.1. Improve the recruitment, deployment, and retention of competent health workers.
- 5.4.2. Explore options to build a strong performance culture with increased accountability and transparency.
- 5.4.3. Improve the capacity of accredited health educational institutions to increase production of competent health professionals.
- 5.4.4. Improve in-service and upskilling training for all workforce.
- 5.4.5. Increase the number of priority cadre of health professionals in line with the NHP 2021-2030 and the National Health Service Standards.

Objective 5.5: Improve the medical supply chain to ensure adequate, affordable and continuous availability of safe and good-quality medicines that can be used rationally at all times.

Strategies:

- 5.5.1. Implement the medical supplies reforms agenda in a phased manner to achieve an effective pull system, driven by consumer demand.
- 5.5.2. Build the capacity of the NDoH and the PHAs to manage and sustain the quantification, procurement, contracting, inventory control, and supply and distribution of medical supplies.
- 5.5.3. Explore options to outsource medical supplies procurement to a procurement mechanism, in a way that is aligned to GoPNG-mandated procurement systems.
- 5.5.4. Improve planning, budgeting, and reporting to secure adequate and regular funding.
- 5.5.5. Build capacity of pharmaceutical standards to monitor and ensure safe, efficacious, and high-quality medicines are available at all levels.

Objective 5.6: Upgrade and integrate the use of innovative and evolving ICT solutions that deliver quality and timely information for informed decision-making.**Strategies:**

- 5.6.1. Explore options to establish a common hospital management information system in all hospitals.
- 5.6.2. Improve ICT infrastructure to support monitoring and evaluation and improve patient care management.
- 5.6.3. Improve the management capacity of the sector to implement and sustain a modernised IT system.
- 5.6.4. Ensure all health sector data and information are secured using a reliable system.
- 5.6.5. Integrate all e-health systems and establish telemedicine into a single information management and reporting hub at the national level.

Objective 5.7: Strengthen health information and research at all levels.**Strategies:**

- 5.7.1 Collaborate with research institutions to conduct and manage medical and health system research to support policy development for decision making.
- 5.7.2 Strengthen information capacity for data management and utilisation at all levels of service delivery.
- 5.7.3 Strengthen and sustain functions of monitoring and evaluation in all health programs and institutions.

Kokopo Market: A Healthy Market setting



NATIONAL HEALTH PLAN 2021-2030-VOLUME 1A

VISION

A healthy and prosperous nation where Health and well-being are enjoyed by all

GOAL

Preventing ill health, identifying, and addressing health risks and emerging diseases and providing accessible and affordable quality health care for all.

MISSION

Communities, Government and Partners working together to promote health and well-being and deliver compassionate, equitable and quality health care for all.

KRA 1: Healthier communities through effective engagement



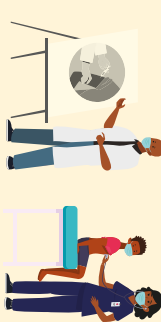
KRA 2: Working together in partnership



KRA 3: Increase access to quality and affordable health services



KRA 4: Address disease burdens and targeted health priorities



Objective 1.1:

Improve access for Communities to a range of people centered services. (3S)

Objective 2.1:

Work with partners to deliver an integrated and inclusive approach that is responsive to communities' needs and priorities. (4S)

Objective 3.1:

Improve the quality of care at all levels of service delivery. (4S)

Objective 4.1:

Reduce burden of communicable diseases to achieve global obligations. (3S)

Objective 4.2: Reduce the morbidity and mortality of non-communicable diseases. (3S)

Objective 4.3: Reduce morbidity and mortality of cancer. (3S)

Objective 4.4: Reduce morbidity and mortality of trauma. (3S)

Objective 4.5: Strengthen family health programs at all levels of care. (5S)

Objective 4.6: Strengthen environmental health to ensure the right to an environment that is conducive to health and well-being. (4S)

Objective 4.7: Improve preparedness for disease outbreaks and emerging population threats, including pandemics. (5S)

Objective 1.2:

Implement sustainable community-based options for delivering health promotion, awareness, and preventive activities. (2S)

Objective 2.2

Collaborate with all partners to implement a single national health plan for PNG. (5S)

Objective 3.2:

Increase access to health care services for all with greater focus on the disadvantaged communities. (5S)

Objective 3.3:

Improve the range and availability to affordable healthcare services. (4S)

Objective 3.4:

Improve range and quality of health services available to all. (5S)

Objective 1.3:

Strengthen Primary Care through health promotion, prevention and protection. (3S)

KRA 5: Strengthened health systems

Objective 5.1:

Improve health leadership, governance, and management at all levels of the health system. (6S)

Objective 5.2:

Improve health facility infrastructure and equipment to meet the approved Standards. (6S)

Objective 5.3:

Improve financial management and resource mobilisation for health. (6S)

Objective 5.4:

Strengthen human resource governance and management systems to meet present and future workforce requirements. (5S)

Objective 5.5:

Improve the medical supplies chain to ensure adequate, affordable and continuous availability of safe and good-quality medicines that can be used rationally at all times. (5S)

Objective 5.6:

Upgrade and integrate the use of innovative and evolving ICT solutions that deliver quality and timely information for informed decision making. (5S)

Objective 5.7:

Strengthen Health Information and research at all levels. (3S)

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NATIONAL HEALTH PLAN 2021-2030

VOLUME 1B SUMMARY

INTRODUCTION

The NHP 2021-2030 Volume 1 Part A captures 5 Key Result Areas (KRA) and 23 objectives that identifies the broad strategies and policy direction for the new decade.

Volume 1 Part B captures details of key interventions and implementation framework that will create the pathway for the different agencies to align their sub-plans to the overall objectives and policy direction set in Part A. Volume 1B outlines greater accountability by establishing sub-strategies at the National, Provincial and District level by the different health programs and supporting disciplines that will set the basis for program implementation.

It covers 3 main areas;

- a) Provides the details of the health sector's key interventions that the plan will focus on to implement to build a system that is responsive to population demand
- b) Describes the overview and goals for each health program for the next 10 years and the different roles and functions at National, Provincial and District Levels.
- c) Implementation framework that aligns each Key Result Areas to their specific strategies and interventions with performance indicators and targets set for medium term 2025 and long term 2030.

This will provide a clear planning outline for the different agencies in health to further align their goals and strategies to implement the NHP.

KEY INTERVENTION

The efforts towards implementing the “back to basics” approach will be greater emphasised with a focus on engaging communities, health promotion and prevention, a rationalised and targeted approach to service provision, and addressing disease burdens through a range of recognised health priorities in a complete and integrated manner by, ‘packaging essential service of care at different levels.’ This will require a system that is structured to deliver these range of services that is adequately resourced with the fundamental inputs of finance, skilled health workforce, medical supply, and appropriate facilities, managed by good governance and leadership that is informed by data and research.

There are ten interventions that forms major deliverables for the next 10 years. The outcome of these interventions sets the baseline for implementation of the 5 Key Result Areas:

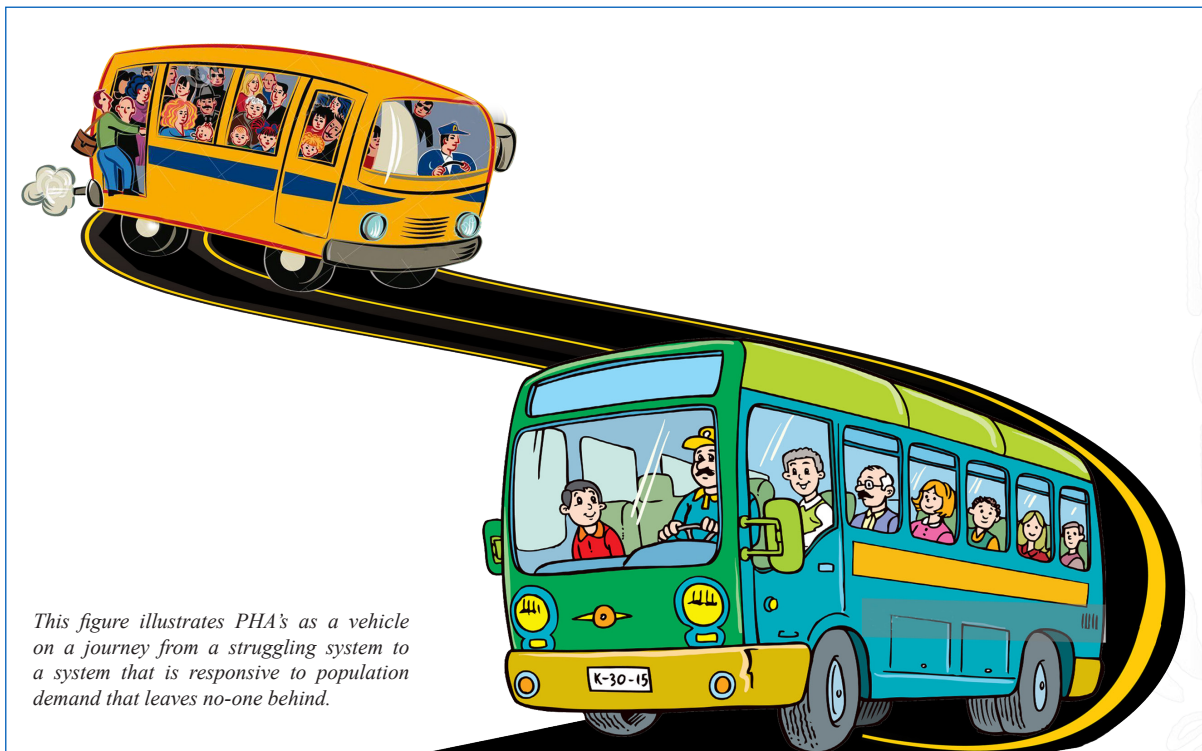
1. BUILD VILLAGE HEALTH ASSISTANCE
2. REVITALISE HEALTH PROMOTION AND PREVENTION – HEALTHY ISLANDS CONCEPT
3. BUILD STRONGER PARTNERSHIPS WITH ALL STAKEHOLDERS
4. DEVELOP ESSENTIAL HEALTH INTERVENTION PACKAGES
5. ESTABLISH A NATIONAL REFERENCE LABORATORY
6. STRENGTHEN THE MEDICAL SUPPLIES PULL SYSTEM
7. EXPLORE REVENUE-GENERATING OPTIONS

8. STRENGTHEN HEALTH REGULATORY SYSTEMS
9. DEVELOP E-HEALTH
10. ADVANCE NATIONAL REFERRAL, RESEARCH AND TEACHING HOSPITAL

PROVINCIAL HEALTH AUTHORITIES

All Provincial Health Authorities (PHAs) develop a model of care that reflects the essential NHP principles and values, and support the range of essential clinical, primary health care and public health interventions and services. The model of care should focus on continuously improving patient care throughout the health system, ensuring that its coverage extends from self-care management and engaging with communities, disease and injury prevention and health promotion, early detection and intervention, to integration and continuity of health care.

LEAVING NO-ONE BEHIND IS EVERYBODY'S BUSINESS



The public health system in PNG is faced with multiple challenges, and the most important one being provision of health care to all people. This means ensuring equitable and inclusive access to health information, care and support through empathetic therapeutic discussions, accurate diagnosis, effective medication and/or surgery and follow-up.

A HEALTHY AND PROSPEROUS NATION WHERE HEALTH AND WELLBEING ARE ENJOYED BY ALL - VOLUME 1B

Healthier Communities through effective engagement



- People centred approach
- Communities engaged in planning for the services they desire.
- Mobilising village based options to increase reach and impact.
- Building Village Health Assistants (VHAs).
- Healthy Islands Concept

Working together in Partnership



- Integrated and inclusive approach that is responsive to demand
- Intersectoral approach working towards a single plan for PNG
- Delivering on global obligations.
- Strengthening PHSs as the key intervention to achieving improved health service delivery.
- Balancing preventative and curative care
- Working smarter

Increase access to quality and affordable health services



- Deliver essential health services
- Improved quality and access to health services
- More affordable health care.

Address disease burdens and targeted health priorities



- Communicable diseases
- Non communicable diseases
- Life stages
- Health Security
- National Reference laboratory
- Others (Oral Health, Mental Health, Violence, Injury, Cancer)

Strengthen Health Systems



Preventing ill health, identifying, and addressing health risks and emerging diseases and providing accessible and affordable quality health care for all

Communities, government and partners working together to promote health and wellbeing and deliver compassionate, equitable and quality health care for all

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