Health Systems Global (HSG) is a Society with a diverse global membership society that connects the health systems research, policy and practice communities, and contributes to the attainment of better health, equity and well-being around the world.

The Society, whose membership exceeds 2,000 actors in over 125 countries, focuses on building the field of HPSR and cultivating its collective capacity to strengthen and develop health systems that improve and protect health and well-being around the world.

Founded in 2012, HSG has emerged as an international society that brings together diverse groups to take forward this agenda and promote health systems research and its application for health system development. Its flagship event, the bi-annual Global Symposium on Health Systems Research, convenes thousands of health policy and systems researchers, policy-makers, advocates, funders and practitioners from all over the globe.
Vision
Support health systems to attain better health, equity, and well-being by strengthening health policy and systems research, policy, and practice communities.

Mission
Connect and engage researchers, policymakers, health care managers, educators, civil society, the media, and donors from around the world to advance the field of health systems research and create opportunities for unleashing their collective capacity for generating, sharing, and applying knowledge necessary for health systems strengthening.

Values
• HSG fosters equity, diversity and inclusiveness in its membership, governance, and activities;
• HSG is driven by engagement and participation of its diverse membership;
• HSG seeks to be innovative and catalytic, constantly experimenting and learning from its actions;
• HSG leads through partnership, working with other international, regional, and national groupings to ensure the relevance of its work to key communities; and
• HSG values accountability and operates transparently with the highest professional standards.
Message from our Chair

Dear HSG Members, Colleagues and Beyond,

Global health remained a priority through another arduous year for people and planet, as we experienced the continuing impacts of the COVID-19 pandemic while simultaneously responding to other multiple, complex and compounding crises and emerging threats. Within this context, HSG found itself well-positioned with creativity, flexibility, and steadfastness to drive strategic actions and engagement with the energy and commitment of our proactive members, the leadership and guidance of the HSG Board and Secretariat, and the strengths of our networks, partnerships and HPSR community.

This report reflects on our main achievements in 2021 aligned with our four key strategic objectives: building HPSR communities, advancing the field, mobilizing and supporting our members, and ensuring HSG is strong and sustainable.

Over the past year, HSG launched the 2021-2025 cohort of Thematic Working Groups (TWGs) after concluding a comprehensive renewal process. These ten multidisciplinary groups, serve as key platforms for our members and broader communities to foster dialogue, exchange experiences and collaborate toward innovative solutions around particular issues in health systems research. These Groups have been driving greater awareness, strengthened capacity, and the development of effective tools and resources. I encourage you to review the TWG focus areas and plans, and join and engage with them in their important work.

On the Society’s strategic direction, we embarked on a comprehensive planning process to develop a 5-year strategic framework and identify high-level priorities up to 2025. This plan will align with the priorities of the Society and position our organization at the forefront of HPSR within the ever-changing landscape of global health. The process was inclusive, participatory and consultative with broad engagement across HSG membership, partners and other relevant constituencies. The strategic plan will be launched in 2022 and we are grateful for all of your future-focused inputs. We look forward to taking it forward.

The Sixth Global Symposium on Health Systems Research (HSR2020) concluded its program in 2021 after pivoting to a global virtual event the year before, given the pandemic. We invite you to view the sessions available on HSG’s Youtube channel as well explore some of the rich debates and discussions that took place in the Health Policy and Planning Special Supplement – Reimagining health systems for better health and social justice. Additionally, an independent Evaluation Report that was developed to assess HSR2020’s contribution toward achieving key HSG objectives was made available. We have been applying the learning and insights to preparations for the next Symposium.

The Seventh Global Symposium on Health Systems Research (HSR2022) took place from October 31-November 4, 2022 in Bogota, Colombia. It was delivered in a hybrid (in-person and virtual) format enabling a more accessible and inclusive dialogue to address global health challenges. The #HSR2022 theme is ‘Health Systems Performance in the Political Agenda: Sharing lessons for current and future global challenges’. Our Regional Networks and TWGs have been planned and delivered supportive activities and the Secretariat worked very closely with the Local Organizing Committee and key partners in bringing together its organization.

I remain excited about the plans and prospects for advancing HSG’s mission in 2022 with renewed energy and priorities ahead of us. 2022 promises to be another important year for our Society with opportunities for substantive engagement with our members and the health policy and systems research (HPSR) community around the world.
STRATEGIC OBJECTIVE 1

Build health policy and systems research communities

A Global Membership
Throughout 2021, HSG’s diverse membership community grew to 2,743 members globally. This growth reflects an increase of 244 new members from 2020 and an overall increase in membership by 10 per cent. Primary contributors to this expansion include regional and national level society activity.

Whilst HSG is a Society dedicated to HPSR promotion and the connecting of communities, the Society is home to a diverse range of actors beyond researchers and academics to include members from multiple sectors, including government, the private sector, and civil society.

2,743 members globally with an increase in membership by 10%
HSG strives for and monitors diversity in its membership, community leadership, and governance.
Networks

Thematic Working Groups: Renewal and Progress

HSG provides support to ten multidisciplinary Thematic Working Groups (TWGs), each comprised of rich expertise from diverse actors, experience, geographies, and sectors.

TWGs are one of the critical services offered to HSG members. These groups collectively represent the priorities of the membership and are a crucial incubation, interaction, and engagement platform. Volunteer members participate in the advancement of health policy and systems research by sharing resources, undertaking collaborative analyses, and considering innovative solutions to challenges in health systems research.

In support of the TWG renewal process that takes place every four years, 2021 started with an intensive and collaborative process to revisit the guidelines that govern TWGs and outline an approach to clarify how they can operate to collectively pursue HSG’s mission. With the establishment of this stronger foundation, new thematic working groups were launched and supported to harness the full potential of HSG membership.

Throughout 2021, HSG’s ten TWGs served as active and vibrant communities around the world. They each focused on the building of awareness around their respective themes and TWG thematic crossovers, sharing insights and cultivating dialogues, strengthening capacity, and accelerating related advocacy.

TOTAL MEMBERSHIP ACROSS TWGS: 5,000+

PUBLICATIONS

Events 6 blogs 5 webinars
Thematic Working Groups for 2021-2025

ACCOUNTABILITY & ANTI-CORRUPTION

CLIMATE RESILIENT & SUSTAINABLE HEALTH SYSTEMS

COMMUNITY HEALTH WORKERS

FRAGILE AND CONFLICT-AFFECTED SETTINGS

EMERGING VOICES

SOCIAL SCIENCE APPROACHES FOR RESEARCH & ENGAGEMENT IN HPSR

THE PRIVATE SECTOR

ETHICS AND JUSTICE

TEACHING AND LEARNING

TRANSLATING EVIDENCE INTO ACTION
Regional Networks: facilitating knowledge-exchange and learning

Six Regional Networks are structured across HSG – Africa, the Americas, Eastern Mediterranean, Europe, Southeast Asia, and the Western Pacific. These networks seek to facilitate knowledge exchange and mutual learning within their respective region and between different regions of the world. They forge national and regional partnerships to convene and collaborate in efforts to advance HPSR.

In 2021, ahead of and in preparation for the 7th Global Symposium on Health Systems Research Six scheduled to take place in October 2022, HSG Regional Networks organised and delivered several regionally focused pre-Symposium conferences to explore and debate the Symposium themes and identify and support submissions to its scientific program. These pre-Symposium conferences continued into early 2022.

Additionally, the Americas region, specifically Latin America and the Caribbean, supported the capturing and promotion of insights from the region for the field of HPSR for a Special Collection from the International Journal for Equity and Health that begins to capture insights from the region for the field of HPSR. Read more about this collection through Inequities in health and health systems: Learning from Latin America and the Caribbean – critical reflection about what is known, the gaps, impacts of COVID-19, and what the future holds.
Connecting a global community

Our digital presence
HSG’s digital presence – its website, social media platforms and newsletter – serve as an essential facilitator of valued resources for knowledge sharing across HPSR communities and for broader audiences around the world. These channels amplify the regular webinars we host and the insights being built by our members and the wider global HPSR network. They direct audiences to resources for capacity building, encourage peer-to-peer learning and support, highlight research and funding opportunities, and advocacy efforts around health systems strengthening.

The monthly newsletter continues to provide a regular source of news and information about Society and partners activities and with a rising subscription rate over the year. Community on HSG’s Facebook and LinkedIn channels have continued to grow, and with 23,300 followers by the end of 2021, Twitter maintained its position as the primary digital channel used by HSG members.
### Health Systems Global Website

39,000+ VISITORS AND 77K VIEWS FROM 199 COUNTRIES DURING 2021

<table>
<thead>
<tr>
<th>Platform</th>
<th>Followers</th>
<th>Change in 2021</th>
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<tbody>
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<td>Twitter</td>
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<tr>
<td>LinkedIn</td>
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<tr>
<td>YouTube</td>
<td>1,006</td>
<td>+178</td>
</tr>
</tbody>
</table>

**Twitter Followers in 2021:**

23,330

**New Followers in 2021:**

+3,323

**Facebook Followers in 2021:**

15,379

**New Followers in 2021:**

+1,205

**LinkedIn Followers:**

2,654

**New Followers since 2020:**

+422

**YouTube Subscribers and Views:**

1,006

**New Subscribers from 2020:**

+178
Advancing the field of HPSR

Concluding HSR 2020 & Preparing for the 7th Global Symposium on Health Systems Research

HSR 2020
The Sixth Global Symposium on Health Systems Research (HSR2020) concluded its program in 2021 after pivoting to a global virtual event the year before, given the emergency of the COVID-19 pandemic. In March 2021, the third and final phase of HSR 2020 took place live on the dedicated virtual symposium platform for registered delegates and was simultaneously broadcast for free to all via the HSG YouTube channel. HSR 2020 was held exclusively online and brought together 2,350 actors involved in HPSR and practice from more than 125 countries over the three phases from November 2020 to March 2021. Every session is now available for viewing via YouTube, ensuring that HSR2020 provides an important knowledge resource for HPSR and practice actors throughout the world.

The 7th Global Symposium for Health Systems Research
Preparations began for the Seventh Global Symposium on Health Systems Research (HSR2022) that is scheduled from October 31-November 4, 2022 to be held in Bogota, Colombia. It will be delivered in a hybrid (in-person and virtual) format enabling a more accessible and inclusive dialogue to address global health challenges. The #HSR2022 theme is ‘Health Systems Performance in the Political Agenda: Sharing lessons for current and future global challenges’ and the call for organized and individual session abstracts have been launched. These included harnessing the strengths of digital technology whilst recognizing where it is more challenging to replicate face-to-face interactions in digital form. The calls for contribution during 2021 attracted a strong response from within and beyond HSG’s international membership. HSG received a total of 1,764 abstracts across the multiple submission streams.
Capturing Rich Discussions and debates on Primary Health Care

HSR 2020 provided rich discussions on primary health care (PHC) that have been synthesized in a report entitled, ‘Discussions and debates around primary health care, reaching the un-reached, and financial protection during the 6th Global Symposium on Health Systems Research’. With support from the Bill & Melinda Gates Foundation, HSG commissioned this report to capture discussions and debates around primary health care, identifying themes, commonalities and tensions. HSR2020 was a space where cutting-edge research, current policy debates, and community voices intersected to shape PHC research agendas, activist demands, and ultimately health policies and programs.

Content from 217 presentations, spread across 3 plenaries, 78 oral sessions, and 18 satellite sessions, and 326 posters has been synthesized into this report with key findings grouped according to healthcare service provision, decision-making, research, advocacy and media, and teaching and learning, and made available through the HSG website.

Capacity Strengthening for health policy and systems research

Strengthening the capacity of health policy and systems researchers and practitioners is an important focal area for HSG. In 2021, HSG took steps to extend its work to support the development of individual, organizational and network level capacities. Following the third phase of HSR 2020, the skills-building sessions from the symposium were categorized by practice and decision-making, research, advocacy and media, and teaching and learning, and made available through the HSG website.

New Special Supplement – Reimagining Health Systems for Better health and social justice

HSG and Health Policy and Planning, with the support of the International Development Research Centre (IDRC), published the special supplement, ‘Reimagining Health Systems for Better Health and Social Justice’, which distilled and spotlighted some of the rich debates and discussions that took place during HSR 2020. This collection of papers demonstrates the tremendous diversity of topics, disciplinary perspectives, and research approaches that make up the field of HPSR. The papers provide useful entry points to the broader discussions and debates which are shaping the field and signal some of the directions in which the field of HPSR is likely to evolve in the future.
Mobilizing and supporting our members

During 2021, HSG continued its work to promote and profile the issues and interests of the Society, with a focus on the value and importance of health policy and systems research in the pursuit of Universal Health Coverage (UHC).

HSG, through its participation in the UHC 2030 Related Initiative for Health Systems Strengthening, joins a coalition of organizations to promote collective action for stronger health systems that protect everyone. The different partnerships and alliances all contribute toward stronger health systems for achieving UHC goals. HSG engages the Society in the participatory process of understanding and assessing UHC commitment around the world and communicating the findings from the annual State of UHC Commitment Report. Additionally, in 2021 HSG contributed to the planning and successful activation of the annual UHC Day Global advocacy campaigns with full engagement and support of its diverse membership and beyond.
Ensuring HSG is strong and sustainable

Governance
Over the past year, HSG progressed its strategic planning process, established and initiated Board Standing Committees and Working Groups, and has ensured its membership is both engaged and participating across all programs and initiatives offered by the Society.

HSG Board

Barbara McPake
Chair

Adnan Hyder
Vice Chair

Tolib Mirzoev
Treasurer

Rima Afifi

Ana Beatriz Amaya

Racha Fadlallah
Eastern Mediterranean Regional Seat

Lucy Gilson

Vladimir Gordeev
European Regional Seat

Daniel Maceira
Americas Regional Seat

Francisco Oviedo-Gomez

Devaki Nambiar
SouthEast Asia Regional Seat

Felix Abrahams Obi
Africa Regional Seat

Stephanie Topp

Andres Ignacio Vecino-Ortiz

Katherine Ann Villegas Reyes
Western Pacific Regional Seat
Strategic Planning Process

In 2021, HSG embarked on a comprehensive strategic planning process to develop a 5-year strategic framework that puts HSG at the forefront of HPSR within the ever-changing landscape of global health. Efforts were focused on refreshing and re-energizing strategic objectives – a set of commitments that align with HSG mission and values – and the measurable actions that need to be taken in their pursuit. Committed to an inclusive, participatory, and consultative process with broad engagement across HSG membership, partners and stakeholders, the process provided several opportunities for members of the HSG community and constituencies to engage and provide forward-looking and innovation-oriented input into the development of a set of organizational priorities for the next 5 years. The Strategic Plan will be launched in November 2022 and shape the direction for the Society through to 2025.

Secretariat

2021 reflected the first year for the Canadian Association for Global Health to serve as HSG Secretariat. Led by Executive Director Eva Slawecki, some of the key activities actively supported by the CAGH team included the 2021 renewal of HSG’s Thematic Working Groups, management of the consultation process and development of the Society’s next Five-year Strategic Plan, and has been busily preparing for HSR 2022 taking place in Bogota. Priorities for the coming year will include the operationalization of the Strategic Plan, the transition after the 2022 Board elections.

Secretariat Team

- Eva Slawecki, Executive Director
- Nazik Avagyan, Director of Finance
- Sarah Brown, Events Manager
- Nanuka Jalaghonia, Program Manager
- Ammara Khan, Director of Communications & Advocacy
- Johanna Manga, SYPN Coordinator
- Jeannine Richard, Administrative Coordinator
A stable financial position
Despite the global challenges influencing the funding landscape in 2021, HSG sustained its financial position to ensure a secure and sustainable platform for the effective pursuit of its mission and objectives. Financial information is available separately.
HSG is the first international Society fully dedicated to connecting health systems research, policy and practice communities, and contributing to the attainment of better health, equity and well-being around the world.