hsg
Health Systems Global

Health Systems Global

Strategic Plan

2022 – 2026

Strategic Plan Summary

The 2022 - 2026 Strategic Plan for Health Systems Global (HSG) aims to position the Society at the forefront of health policy and systems research (HPSR), aligning it with the changing landscape of global health.

HSG'S Vision:

Support health systems to attain better health, equity and wellbeing by strengthening the health policy and systems research, policy and practice communities.

HSG'S 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.

HSG's 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;
- HSG values accountability and operates transparently with the highest professional standards.

Strategic Objectives

1 Promote the field of HPSR, strengthening intersectoral and interdisciplinary approaches and collaborations.

2 Reinforce and sustain HSG's role in facilitating the production and dissemination of HPSR, bridging the gap between researchers and practitioners, ensuring diversity, equity and inclusion in HSG's membership.

3 Advocate for health systems strengthening at regional and global level.

4 Promote and contribute to HPSR capacity strengthening across and beyond HSG's membership base.

5 Ensuring strong governance mechanisms, a robust Secretariat, functional TWGs and RNs, and diverse and sustainable funding for HSG.

Key Enablers

These mechanisms allow for the effective and efficient operationalization of the Strategic Plan:

Capitalizing on the Diversity of the Society.

Utilizing Communication and Digital Technologies.

Ensuring Robust Structures.

About HSG

Who We Are

HSG is a Society with a diverse global membership that connects the health systems research, policy and practice communities, and contributes to the attainment of better health, equity and well-being.

Founded in 2012 in response to the need for greater health policy and systems research (HPSR) to accelerate universal health coverage (UHC) worldwide, 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.

What is HPSR

Health Policy and Systems Research (HPSR) is an interdisciplinary field that seeks to understand and improve how societies organize themselves to achieve collective health goals, and how different actors interact in the policy and implementation processes to contribute to policy outcomes.

It draws a comprehensive picture of how health systems respond and adapt to health policies, and how health policies can shape, and be shaped by, health systems and the broader determinants of health.

How We Work

Three key structures guide the work of HSG

Board of Directors
The elected governing body of HSG is drawn from its diverse membership and provides strategy, direction, and oversight to the society. It is led by a Chair, Vice-Chair, and Treasurer. The Board has established committees for Governance, Finance and Audit, Fundraising, and Symposium, as well as Working Groups to guide the HSG Thematic Working Groups, Advocacy, Capacity Strengthening, and Regional Networks. The Board is gender-balanced and geographically diverse.

Secretariat
Providing the technical and administrative functions of HSG, the Secretariat is responsible for supporting delivery on the society's strategic objectives and serving the HSG at large. The Secretariat is overseen by the Board and its Committees; it is currently housed at the Canadian Association for Global Health in Ottawa, Canada.

Membership
HSG engages over 2,700 members from across 125 countries, representing researchers, students, policymakers, practitioners, donors, civil society, and the media. The diversity of this community is constantly evolving and is an important asset to advance the field of HPSR globally as well as the work of HSG. Members can engage through Thematic Working Groups (TWG), Regional Networks (RN) and directly with the Board and Secretariat.

Global Context

HPSR has emerged to play a critical role in supporting stronger, robust, and more resilient health systems, and plays a crucial role in ensuring that health systems that adapt and transform in response to changing needs and a complex global context.

Current challenges include the COVID- 19 pandemic, the climate crisis, the growing burden of non-communicable diseases, the challenge of meeting UHC and the SDG agenda.

Previous models of international health and development practice and research need to be reassessed with an eye towards decolonization and and working towards health equity. At the same time, capacity and funding for the field of HPSR remains limited, especially in LMICs.

HSG, with its increasingly diverse membership and exceptional global reach, remains the only global Society that brings together a range of actors and communities involved in different aspects of HPSR, from research to practice, funding and advocacy, allowing for mutual learning and valuable exchanges, particularly through the HSR Symposia.

HSG plays a key role in contributing to HPSR field development and agenda setting, including its ability to bridge the gap between different types of actors, promoting research uptake and, as a result, evidence-based policy and improved health outcomes globally.

2022 – 2026 Strategic Plan

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Our values:

1. HSG fosters equity, diversity and inclusiveness in its membership, governance, and activities;
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Strategic Objectives and Actions

1 Promote the field of HPSR, strengthening intersectoral and interdisciplinary approaches and collaborations.

Rationale

HPSR is a constantly evolving field that spans across disciplines and sectors. Bringing in more perspectives can contribute to a better definition and understanding of HPSR, and support cross-fertilization between what HSG members and others are doing. Broadening horizons is essential for interdisciplinary solutions to achieve the SDGs, is part of HPSR's multidisciplinary nature, and helps ensure that HSG is able to adapt to an evolving global landscape.

Strategic Actions

a) Continue holding HSR Symposia, adopting innovations and approaches aimed at increasing its inclusiveness and expanding knowledge.

b) Develop new events and formats to facilitate knowledge exchange and dissemination of HPSR methods and important and emerging thematic issues among members, and throughout regions.

c) Establish linkages with actors outside the health sector and bring their perspectives and knowledge to the field of HPSR.

2

Strategic Objectives and Actions

Reinforce and sustain HSG's role in facilitating the production and dissemination of HPSR, bridging the gap between researchers and practitioners.

Rationale

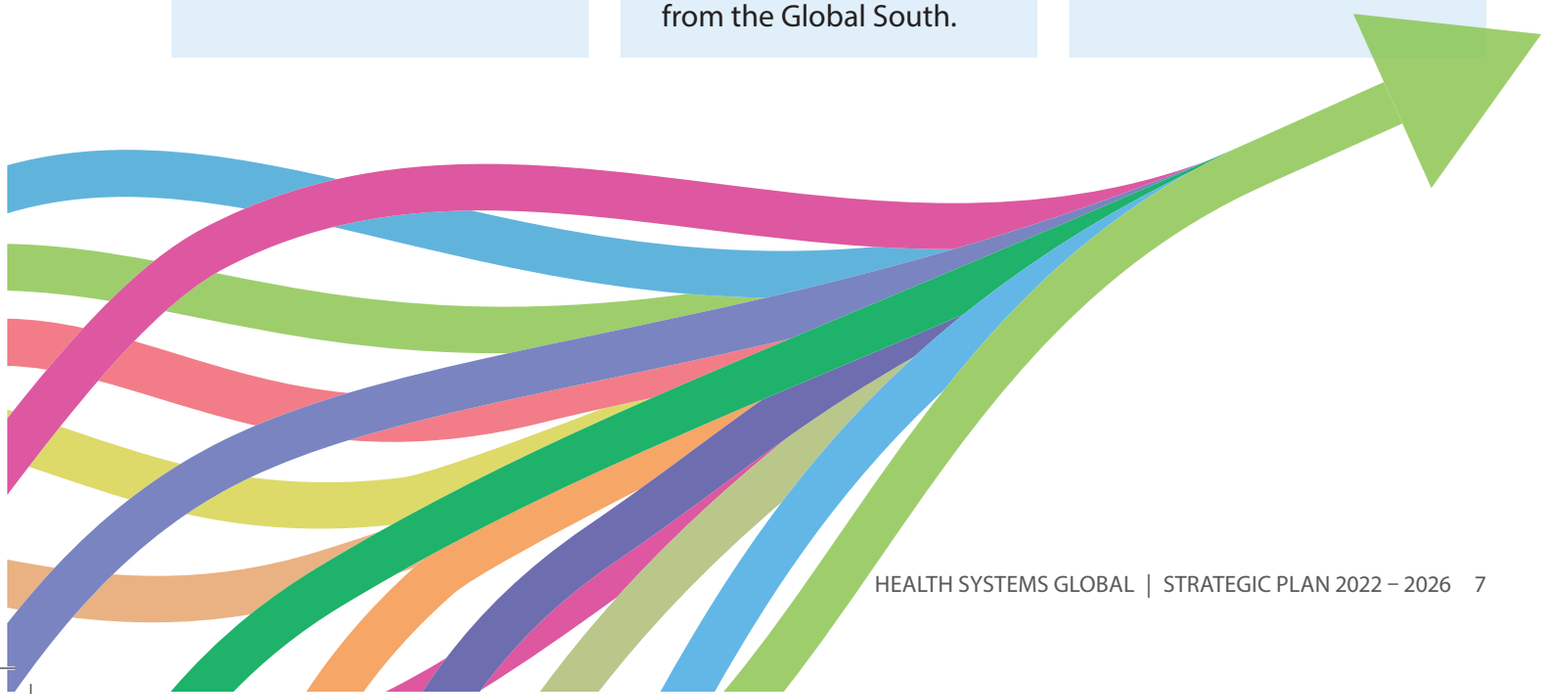
HSG is considered a mature, globally recognized, and growing organization. HSG's uniqueness lies in its ability to bring together different constituencies, who have interests in HPSR as a critical support for health system development. The fact that practitioners and policymakers, in addition to researchers, are inherently part of HSG is an important characteristic of the Society, and not common in other fora. However, these connections need to be continuously nurtured and supported, and HSG has a role to play in enabling engagement and dialogue with policymakers. By harnessing and expanding its networks, HSG will explore new approaches to knowledge production and dissemination.

Strategic Actions

a) Clarify HSG's value proposition for the various membership constituencies through targeted products, resources, events, and opportunities for engagement.

b) Facilitate networking and collaboration, and target specific activities and events to early career researchers, women and HSG under-represented members and groups, reducing language barriers, and strengthening the participation particularly from the Global South.

c) Intensify and sustain Regional Networks, expanding HSG's presence on a regional basis, linking up with regional actors.



Strategic Objectives and Actions

3 Advocate for HPSR and its role in health systems strengthening at the regional and global levels.

Rationale

Advocacy is critical to advance awareness and action on critical health systems issues. HSG has a unique position as the only member and academic society focused on health systems and policy research globally. Building on its experience as a convener and knowledge broker, HSG is in a strong position to develop advocacy strategies that advance health equity by: enhancing individual and Society engagement with other academic, policy and civil society stakeholders around core HPSR issues and values; strengthen public recognition of HPSR; and cultivate and deepen conversations regarding foundational and emerging concepts for equitable health system strengthening in different regions/countries and at different levels.

Strategic Actions

a) Facilitate and coordinate advocacy efforts within and beyond the Society to expand recognition of the field of HPSR.

b) Increase HSG's engagement and visibility in global and regional arenas through strategic representation in key events, programming and regional dialogues.

c) Harness and leverage TWG and member expertise to promote, sustain and extend conversations regarding the role, form and needs of health systems to enhance health equity at global and local levels.

Strategic Objectives and Actions

4 Promote and contribute to systemic HPSR capacity strengthening across and beyond HSG's membership base.

Rationale

Capacity strengthening (CS) is highlighted by many HSG members as an important element of our work. It is also central to HSG's broader HPSR field-building activities as we seek to support CS within and beyond our membership. Building on the 2019 survey of capacity and needs, our CS framework calls for CS activities that are founded on clear principles and values, address our multiple communities (including and going beyond researchers), leverage existing capacity assets, and work across individual, organizational and network levels. Organizational-level CS is currently least emphasized in our planned activities, and should be enhanced.

Strategic Actions

a) Facilitate and coordinate HSG's CS efforts across capacity levels, both sustaining TWG activities and expanding regional level CS work (e.g. through using a wider range of languages, mentorship programmes etc.).

b) Engage with our multiple communities to support activities that target organisational-level CS within and across LMICs (e.g. partnering with SOPHs, HPSR curricula development and delivery).

c) Facilitate and share collective learning about effective CS approaches and experiences within and beyond the HSG membership base.

Strategic Objectives and Actions

5 Ensure effective governance mechanisms and diverse and sustainable funding for HSG.

Rationale

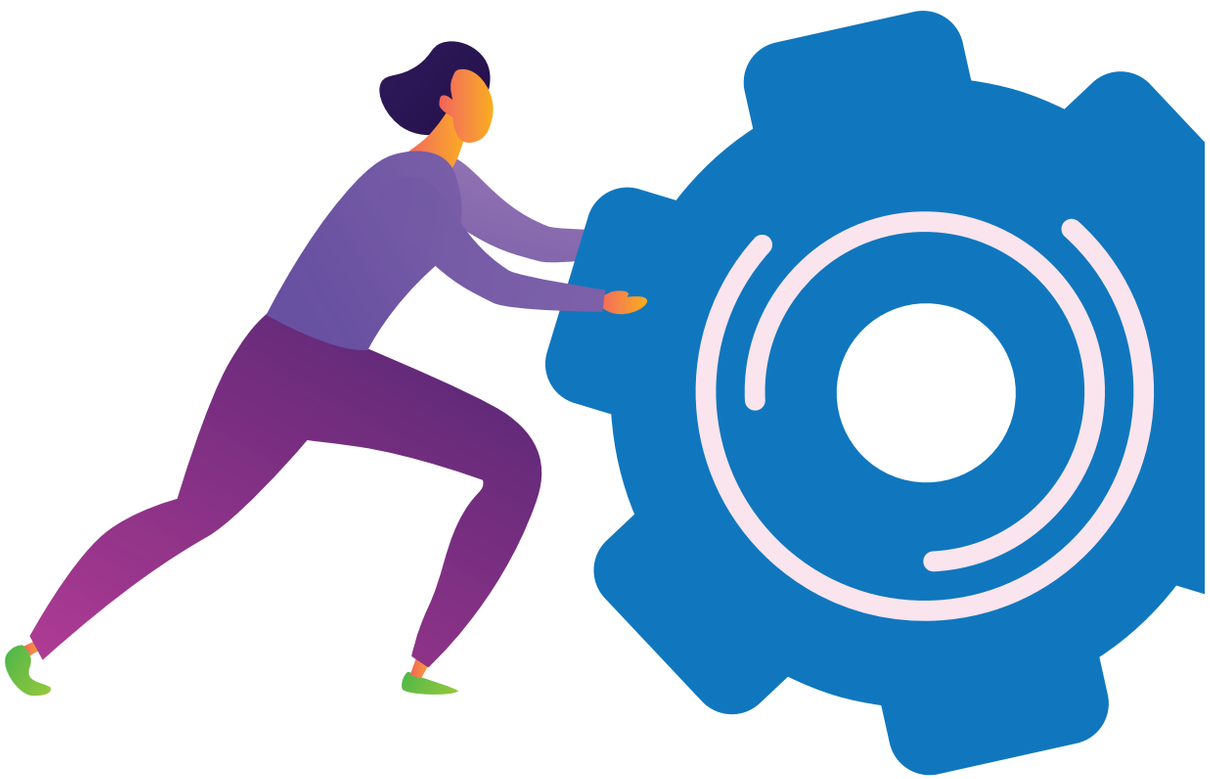
There are existing governance and accountability mechanisms for the Secretariat, and the roles and responsibilities of the various committees and Board members are well described. Further enhancing HSG's governance and content structures *(e.g., Board, committees, TWGs, RNs, Secretariat)* will remain an important element of its next strategic period. Similarly, increasing funding for HSG and the diversification of funding represent imperative foundations for HSG going forward whereby HSG will focus on stability and longer-term perspective to plan additional activities beyond Symposium streams.

Strategic Actions

a) Further define the roles, responsibilities and lines of accountability of key governance and content structures.

b) Actively link the core structures of HSG to each other (e.g., TWGs with RNs).

c) Establish and maintain a stable, sustainable and diverse financial foundation for HSG.



Key Enablers

HSG's Key Enablers are mechanisms that allow for the effective and efficient operationalization of the Strategic Plan:

Capitalizing on the Diversity of the Society
HSG has over 2,700 members spread across the globe with more than 23,000 engaged followers on social media and supports ten multidisciplinary TWGs comprised of experts from diverse geographies, sectors and experience. Collectively, these actors represent researchers, students, policymakers, practitioners, donors, civil society, and the media, with the diversity of this Society constantly evolving.

Utilizing Communication and Digital Technologies
Through the various virtual and actual forums and platforms, and its active communication channels, HSG has a large potential for supporting meaningful learning and establishing linkages across different geographies and communities. Through communication and digital technology, there are increased opportunities for dialogue and relationship building across constituencies, which is at the heart of HSG's mission.

Ensuring Robust Structures
HSG's TWGs have been in place since the onset of the Society, and their importance in connecting members, generating and disseminating knowledge, and involving non-HSG members is widely recognized. Regional Networks are a more recent development but have already shown promising results in catalyzing action and bringing together actors on a geographic basis. These structures, in addition to the Board, its committees, and the Secretariat, are core to member engagement and to the achievement of HSG's mission.

ANNEX A:

The Strategic Planning Process

The methodology applied to develop HSG's new Strategic Plan consisted of a data collection process in which relevant data was collected through:

- Document review; HSG and external sources (98 documents)
- Nineteen one-on-one key informant interviews and 4 Focus Group Discussions (FGDs)
- Three online surveys:
  - HSG members (433 responses, response rate 16.2%)
  - Thematic Working Group (TWG) and Regional Network (RN) leadership (39 responses, 60% response rate)
  - HSG partners and funders (seven responses, 23% response rate)

- The team completed a content analysis of documents, interview transcripts and open answers to the surveys. A frequency analysis was also applied to the data collected through surveys. Based on the information collected, an **Environmental Scan** was developed. The Scan identified trends and needs, specifically in the field of HPSR and its relation to the wider field of global health. The Scan also provided an **overview of perceptions** expressed by HSG members and external views about HSG's role in the HPSR landscape. As such, it allowed the consultant team to identify items currently not central in HSG's SP and ways of operating that could become part of the new strategic plan, including initiatives aimed at strengthening HSG's positioning and reach.

Health Systems Global

HSG Secretariat Headquarters
75 Albert Street, Suite 1003
Ottawa, Ontario, Canada
K1P 5E7
info@healthsystemsglobal.org

Web www.healthsystemsglobal.org