



HEALTH SYSTEMS GLOBAL **ANNUAL REPORT 2017**

healthsystemsglobal.org



OUR VISION

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

OUR 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.

FOREWORD

On behalf of the Secretariat, I am pleased to share with you the first-ever annual report of Health Systems Global (HSG). The report summarises a healthy year of growth as we progressed through the second year of our five year strategic plan. Since the early part of 2015, we have been going through a significant transformation, and it is not easy to assess the impact from a single year's perspective. Therefore, we decided to include some of the developments since 2015 along with the more detailed results of 2017.

Looking back over the year, it becomes clear that we have come a long way in building foundational and operational aspects of our society which helped us to achieve significant progress on a number of societal objectives outlined in our strategic plan.

During 2017 six Thematic Working Groups (TWGs) transitioned leadership and consolidated their efforts in advancing societal aspirations. All TWGs increased group membership, developed and delivered webinars and events, posted blogs on the HSG website and facilitated knowledge and experience sharing. As a result, the work of TWGs became more prominent and was better resourced and supported by the Secretariat.

The concerted efforts of the Board, Secretariat and our members helped attract new followers, primarily from under-represented regions and communities. All of this enabled us to expand our geographic reach into different communities by engaging not only researchers but also policymakers, program managers, developing partners, civil society activists and many more.

2017 marked Health Systems Global's (HSG) fifth year in existence as the first international membership organization fully dedicated to promoting health systems research and knowledge translation. It was a busy year of growth and renewal and there were also some significant transformations within the society.

I am delighted that HSG has extended its global presence and now has members in 122 countries. Our membership base now has an improved balance of policymakers, practitioners, civil society and researchers. Making the most of our online channels, we have made a significant footprint, reaching audiences in 196 countries. The HSG Symposium organizing team also came together with its partners to prepare for the Fifth Global Symposium on Health Systems Research (HSR2018). The symposium which will take place in Liverpool, 8-12 October 2018, on the theme: Health Systems for All in the SDG Era will welcome over 2,000 participants.

There have also been some key organizational changes in HSG. Six of our ten Thematic Working Groups (TWGs) saw an infusion of energy through the election of new convenors. At the Board level, four new subcommittees have helped complement the dedicated efforts of the secretariat and communications teams in the areas of TWG support, finance and audit, governance and regional outreach. Ongoing fundraising efforts have also strengthened the foundations on which we can build future work.

Strong links and coordinated efforts with our strategic partners helped us to take initial but bold steps in advocating for the field of health policy and systems research (HPSR), but more needs to be done over coming years and through joint efforts.

Operationally, we have managed to build robust systems and processes and establish policies that govern operations of the Board, the Secretariat, and TWGs. HSG solidified its financial strength and secured adequate asset balance, a necessary precondition for supporting societal activities as well as building organizational resilience for unexpected shocks.

All of this was possible due to efforts of our members, followers and partners. We thank them for their continued trust and engagement with HSG. And we want to recognize our Board members and employees for their dedication, commitment, energy and drive to always improve our performance in delivering greater value to our membership.



George Gotsadze
Executive Director,
Health Systems Global

Many of the achievements outlined in this report – from a greater presence of policymakers, to more regional diversity – reflect HSG's vision of 'globally connected health systems research and policy communities'. Dialogue and collaboration across boundaries of constituency and geography are essential to help bring lasting change in the health systems that we work in or influence through our work. We cannot build stronger health systems by working in isolation. I hope that in the near future we will see even more collaborations between HSG members contributing to stronger local, country and global health systems.

I thank the Executive Director, George Gotsadze, the Communications Manager, Tom Barker, and their teams in Tbilisi and Brighton for rising to the multiple challenges and expectations placed before them. Board members and Thematic Working Group leads – old and new – have worked hard to channel the energies of our members productively and creatively. I also particularly thank our funders for their support, especially those who have consistently supported HSG since its inception. Many members have played a part in HSG's progress, and I hope that each of you will feel some pride in reading this annual report.

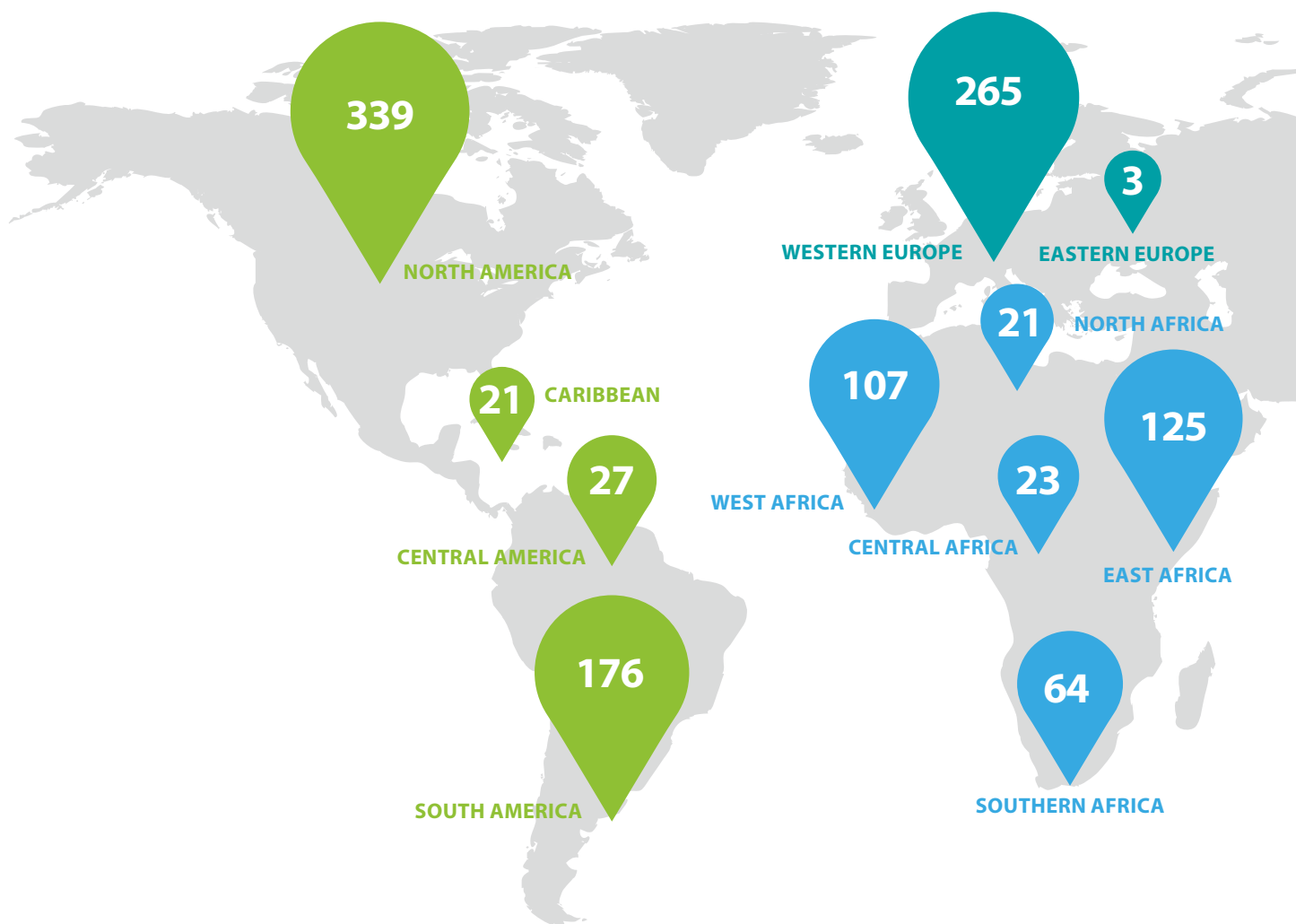


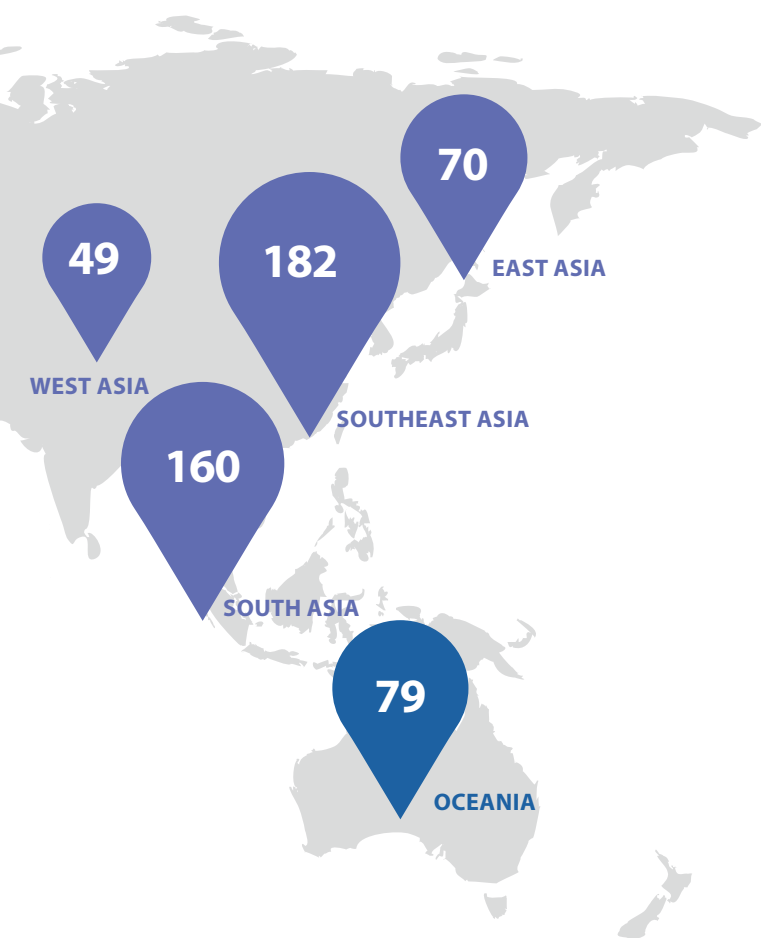
Kabir Sheikh
Chair of Board,
Health Systems Global

WHAT IS HEALTH SYSTEMS GLOBAL?

We are a diverse, global membership organization of researchers, decision-makers and implementers who are dedicated to promoting health systems research and knowledge translation.

HSG MEMBERS BY SUB-CONTINENT





OUR MEMBERSHIP SPANS 122 COUNTRIES

HSG PLACES THE NEEDS AND ASPIRATIONS OF ITS MEMBERS AT ITS CORE. OUR MEMBERS HAVE ACCESS TO KEY AND UP-TO-DATE INFORMATION ON HEALTH POLICY AND HEALTH SYSTEMS RESEARCH AND THE SPACE TO ENGAGE AND CONNECT WITHIN THIS LARGE COMMUNITY.



OUR 10 THEMATIC WORKING GROUPS

TWGS ARE MULTI-DISCIPLINARY GROUPS THAT PROVIDE A PLATFORM FOR MEMBER ENGAGEMENT AND THE EXCHANGE OF EXPERIENCES AROUND PARTICULAR ISSUES IN HEALTH SYSTEMS RESEARCH.

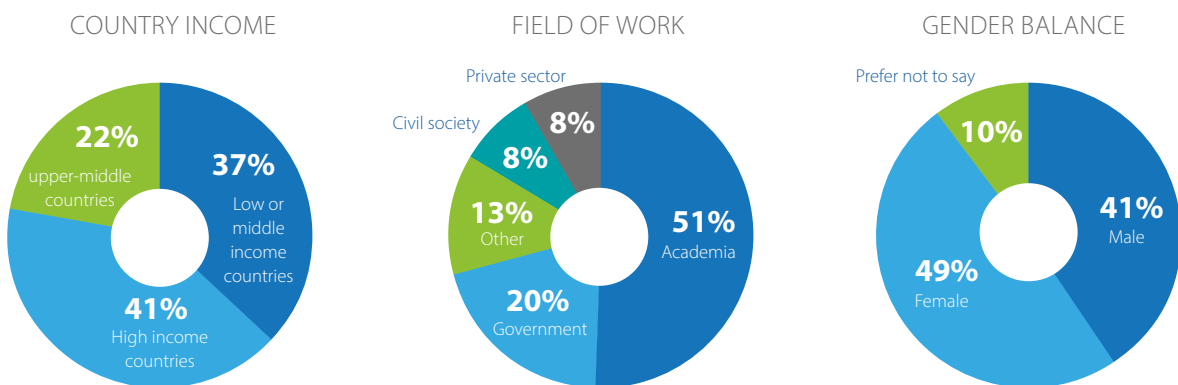
- Emerging Voices for Global Health (EV4GH)
- Ethics of Health Systems Research (Ethics)
- Health Systems in Fragile and Conflict Affected States (FCAS)
- Medicines in Health Systems (MIHS)
- Social Science Approaches for Research and Engagement in Health Policy and Systems (SHAPES)
- Supporting and Strengthening the Role of Community Health Workers in Health System Development (CHW)
- Teaching and Learning Health Policy and Systems Research (T&L)
- The Private Sector in Health (PSIH)
- Translating Evidence Into Action (E2A)
- Quality in Universal Health and Health Care (Quality)

BUILDING HEALTH POLICY AND SYSTEMS RESEARCH COMMUNITIES

HSG endeavors to build strong and inclusive communities for both health policy and systems researchers and users of research. We are a society that embraces different disciplinary perspectives and we aim to build stronger linkages across these groups.

GROWING THE MEMBERSHIP

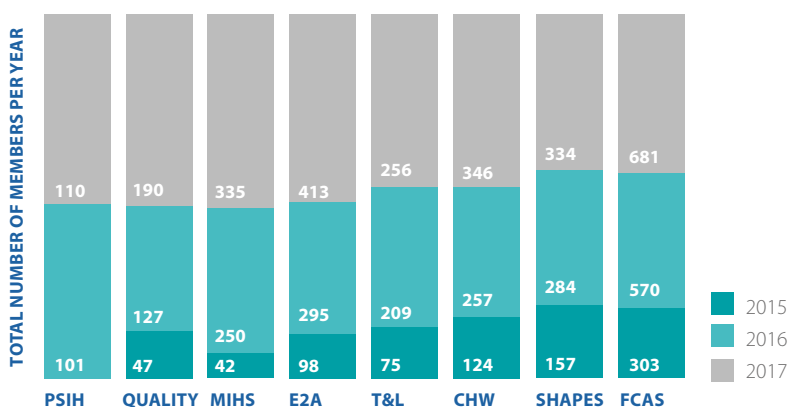
Since 2015 the HSG membership has increased from 454 to 1,842 members globally. That is a 306% increase over two years and our new members bring a variety of backgrounds, interests and experience to our community.



THEMATIC WORKING GROUPS

Our Thematic Working Groups (TWGs) have increased and diversified their membership over the past three years.

TWG/HSG MEMBERS RETENTION ON LINKEDIN BY YEAR



“ In the past year, our leadership team engaged existing members and reached out to potential new members to join us, through hosting a number of successful activities and events. For example, we provided a scholarship to our members for attendance at the Dissemination and Implementation Conference and we led presentations and side events at a number of events like the Global Evidence Summit which have linked us to other networks.”

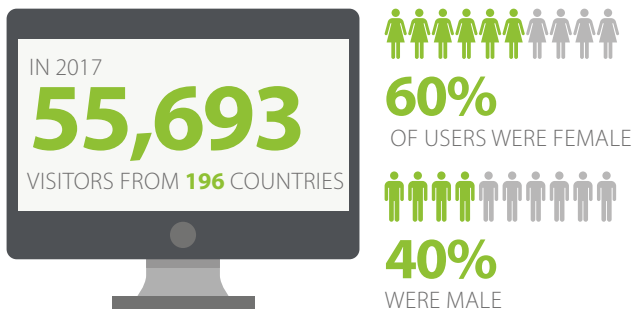
Daniela C. Rodríguez,
Chair of the Translating Evidence to Action TWG

OUR ONLINE PRESENCE

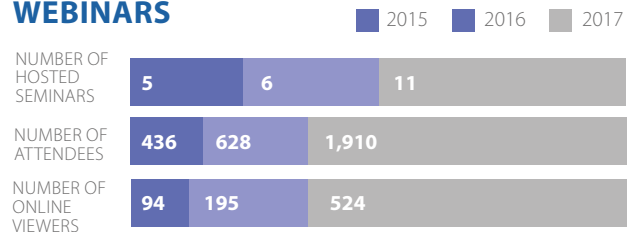
The HSG website (www.healthsystemsglobal.org) and social media channels provide an important online presence for the society through which HSG members, Thematic Working Groups, and partners share their research, activities and learning to a global audience.

We host regular webinars to share our members' research and to increase the capacity and skills of both our members and our wider network and to encourage peer-to-peer learning and support. Our monthly newsletter is key to our ability to inform our members about the latest news, research and activities from our community.

WEBSITE



WEBINARS

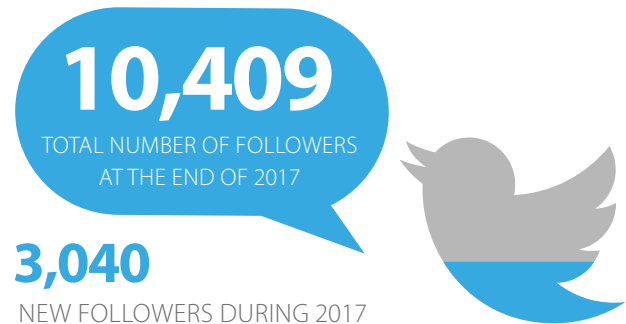


Since 2015 we have hosted 22 webinars, which were attended by 2,974 individuals and viewed by 813 viewers. The number of webinars has increased significantly and they have been well received by those taking part.

NEWSLETTER



TWITTER



FACEBOOK



LINKEDIN



THE FOURTH GLOBAL SYMPOSIUM ON HEALTH SYSTEMS RESEARCH

The HSR2016 symposium took place in Canada. Over 2000 researchers, health system practitioners, policy makers and NGO staff attended the event. The symposium was well received by a diverse group of delegates. Testimonials from those that attended the event suggested that the symposium provided an opportunity to debate and reflect upon relevant issues with a wide network of peers.



DELEGATES SAID THEY WOULD RECOMMEND THE EVENT TO COLLEAGUES.



DELEGATES FELT THAT THE SYMPOSIUM HOSTED A DIVERSE RANGE OF PEOPLE AND PROVIDED SPACE FOR A BALANCE OF VIEWS AND VOICES FROM THE NORTH AND SOUTH.



PRESENTERS WERE FROM A LOW- OR MIDDLE-INCOME COUNTRY.



DELEGATES STATED THAT THE SYMPOSIUM ENABLED THEM TO DEVELOP THEIR NETWORK.

WHAT OUR DELEGATES SAID

“ This symposium is a place where people share experiences. So when we return to our countries, we will go back with determination, experiences, and many other strategies to support our states/ countries, to help our states’ health systems be better than they are today. ”

“ It was a pleasure to take part in the recent Global Symposium on Health Systems Research in Vancouver. It was heartening to see how researchers and policymakers in global health are becoming more and more interconnected -- which is vital to its continued success and growth. ”

“ One of the most refreshing elements has been the visibility of policymakers in the debates and sessions. ”

THE FOURTH GLOBAL SYMPOSIUM ON HEALTH SYSTEMS RESEARCH

SOCIAL MEDIA ENGAGEMENT DURING SYMPOSIUM



410

USERS ENGAGED
ON FACEBOOK



863

AVERAGE DAILY TWITTER POSTS

3,197

POSTS OVER FACEBOOK
USING #HSR2016



4,153

USERS ENGAGED
ON TWITTER



A TOTAL AUDIENCE OF:

23,251

USERS



To read the evaluation of HSR2016 in full, see
http://healthsystemsglobal.org/upload/other/Evaluation_HSR2016.pdf

ADVANCING THE FIELD OF HEALTH POLICY AND SYSTEMS RESEARCH

Health systems research is a relatively young field and, drawing as it does upon multiple disciplines and methods, there is a need to develop the field through improved conceptual frameworks, taxonomies, methods, measures, and criteria for evaluating the strength of evidence. Through the energy and ideas of members, TWGs and strategic partners, HSG has helped to develop capacities, facilitate knowledge exchange and build the skills of those involved in the field of HPSR.

DEVELOPING RESEARCH SKILLS AND COMPETENCIES

Between April and June, HSG partnered with BioMed Central, publisher of BMC Health Services Research, to run a series of five webinars to open up the peer review and academic publishing processes. These webinars were very well received with a total of 928 participants accessing the content across the series and there are plans to run another series in 2018.

Starting in October, and led by HSG board member, Daniel Maceira, HSG partnered with the Pan American Health Organization (PAHO) and national research and teaching institutions in Latin America and the Caribbean to host ten national meetings that explored the themes of the Fifth Global Symposium on Health Systems Research (HSR2018), and helped to identify and prepare high quality abstract submissions to the Symposium's scientific program.

The events were sponsored by 66 regional institutions including universities, research think tanks, NGOs, the Ministry of Health and Social Security Institutions, and the PAHO committed to provide ten full scholarships to regional participants. Each meeting was preceded by an open call for papers, from where a local scientific committee identified about twelve abstracts to be presented in each case.

“ The regional balance included 124 presentations and more than 600 participants from Argentina, Brazil, Chile, Colombia, Costa Rica, Peru, Uruguay, and the Caribbean. This led to intense discussions and the exchange of ideas from both researchers and policy makers. These pre-conference events helped to open a new channel of communication across the region which will also hopefully enhance the regional representation at HSR2018. ”

Daniel Maceira, HSG Board Member

In November, HSG board members collaborated with representatives from the local organizing consortium for the Fifth Global Symposium on HSR, to host an Africa regional webinar on 'how to submit a successful organized session abstract' for HSR2018. The webinar welcomed 88 participants from across the region.

FACILITATING KNOWLEDGE EXCHANGE ON CRITICAL HEALTH SYSTEMS ISSUES

In July 2017, HSG, the Institute of Development Studies (IDS), Unequal Voices, Future Health Systems, the Open Society Foundations, and the Impact Initiative, organised an event entitled Unpicking Power and Politics for Transformative Change: Towards Accountability for Health Equity at IDS in the UK. Around 90 researchers, practitioners, advocates and policymakers from around the world gathered for this three-day workshop to explore how power shapes exclusion and inclusion when it comes to health services, and how to bridge research and practice in order to build more equitable and accountable health systems.

Members from the PSIH TWG organised the sessions under the 'accountability responses to the spread of health markets' theme, and played a formal speaking role. National and transnational challenges and responses to the spread of health markets were discussed based on country experiences of Mongolia, China, India, and Brazil.

READ MORE

Read a blog by PSIH TWG members on 'Accountability Responses to the Spread of Health Markets':

healthsystemsglobal.org/blog/218/Accountability-responses-to-the-spread-of-health-markets.html



November saw the publication of a special Health Policy and Planning supplement featuring contributions from the 2016 Fourth Global Symposium on HSR in Vancouver. The supplement - Resilient and Responsive Health Systems for a Changing World - received over 6,000 downloads during its first six weeks online: almost double of average of other supplements produced by the journal.

READ MORE

Read the supplement here

https://academic.oup.com/heapol/issue/32/suppl_3



In a number of engagement events organised by the Fragile and Conflict Affected States (FCAS) TWG, stakeholders flagged up the need for accessible research and knowledge.

To address this gap, the FCAS TWG is working with Eldis and TWG members to develop two key issues guides linked to a categorised and searchable repository of current research and other knowledge resources. Draft versions of the key issues guides were shared during a webinar on November 27, 2017, and members provided feedback and suggestions. The guides and the repository will be launched at HSR2018.

More recently, the Emerging Voices for Global Health (EV4GH) TWG organized a one day workshop for 30 young researchers in Trivandrum, India which aimed to build the capacity of health professionals in effective scientific writing. The workshop introduced the participants to the process, sensitized the participants to ethical issues that may arise, demonstrated how to use reference management tools and also highlighted how health professionals can engage effectively with social media.

A webinar on Health Labour Market Analysis was also organized by the EV4GH in collaboration with Institute of Public Health, USAID HRH2018 program and Health System Global. The webinar was attended by more than 150 people and highlighted the importance of health labour market analysis in understanding the challenges faced by the health workforce and shaping the policy in order to reach the global health workforce goals. The presenters also shared their experiences and challenges of doing the health labour market analysis in countries such as Guinea and Malawi.

MOBILIZING AND SUPPORTING RELEVANT COMMUNITIES TO ENGAGE IN AND ADVOCATE FOR HEALTH SYSTEMS RESEARCH

The very nature of the issues that are the focus of health systems research demands broad participation in the inception, development and dissemination of research. Health Systems Global embraces the need for pluralistic, people-centred approaches to promoting the use of evidence in policies and programs. This engagement is critical not only in enhancing the use of evidence but also in increasing public recognition of the value of investing in health systems research.

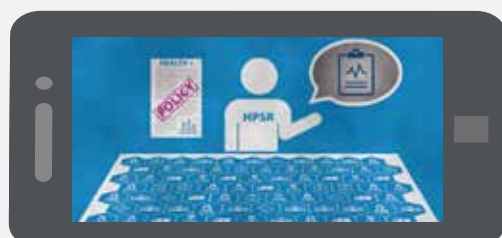
ADVOCATING IN PARTNERSHIP

HSG's partnership with the Alliance for Health Policy and Systems Research to advocate for the field of HPSR produced, in May, a short film highlighting the crucial roles that HPSR plays in guiding the development of policies and the implementation of interventions for stronger and more equitable health systems.

WATCH THE FILM

See the whole film here:

<http://bit.ly/HPSRshortfilm>



“The Alliance and HSG are united in our efforts to advocate for actions and investments to grow support for health policy and systems research and strengthen evidence-informed decision making.”

Dr Abdul Ghaffar, Executive Director,
Alliance for Health Policy and Systems Research

In April, the Alliance for Health Policy and Systems Research celebrated its 20th anniversary with a meeting in Stockholm hosted by SIDA and Norad. Fifty passionate researchers and practitioners – from individuals instrumental in the Alliance's birth, to Emerging Voices who energize the Global Symposia and HSG as a whole – discussed and debated the future of HPSR. The meeting also launched the first World Report on Health Policy and Systems Research, a comprehensive and essential document on the current status of HPSR.



In December, the Alliance and HSG represented the HPSR community at the Universal Health Coverage (UHC) Forum in Tokyo, with speakers on the main program, two co-hosted side events, and a presence in the marketplace alongside UHC2030 partners. During the Forum, HSG's social media campaign calling for governments to support and invest in HPSR reached over 188,000 users.

In February, the CHW TWG co-hosted the first International Symposium on Community Health Workers in Kampala, Uganda. The other hosts of the symposium were Makerere University School of Public Health (Uganda) and Nottingham Trent University (UK). The symposium was the first of its kind to provide a platform for sharing evidence, facilitating interdisciplinary research, enhancing collaboration, and offering networking opportunities for over 450 delegates from 22 countries. The second symposium will be held in 2019 hosted by the International Centre for Diarrhoeal Disease Research, Bangladesh (icddr,b).

A VOCAL AND ACTIVE MEMBERSHIP

The views of HSG members on critical health systems issues were featured in a number of different media outlets in 2017, including The Guardian, Devex, The Conversation, and The Lancet Global Health. A piece in The Conversation by HSG Board Chair, Kabir Sheikh, drew the attention of the incoming WHO Director General and his advisers, and led him to express his support for HPSR and his desire to engage with HSG.

Throughout 2017, HSG members participated in key regional and global fora, and ran sessions highlighting HPSR and increasing awareness of the society. Events included the Global Evidence Summit in South Africa; the European Public Health Conference in Sweden; the Middle East and North Africa Policy Forum in Egypt; and the Human Resources for Health Forum in Ireland.

ENSURING HSG IS STRONG AND SUSTAINABLE

As a relatively new society Health Systems Global has placed a high level of importance on the need to build its own organizational and governance structures and capacities so that it can continue its work in a sustainable model.

SECURING THE FINANCIAL FUTURE OF THE SOCIETY

Stable financial foundations are essential to sustain a vibrant, well-functioning and well-resourced global community and for ensuring delivery of the vision and mission of the HSG. The financial health of the organization evolved steadily and HSG now enjoys a solid asset balance and a well-resourced activity plan going into 2018 and looking forward to HSR2018 in Liverpool. The work of the Society and its members

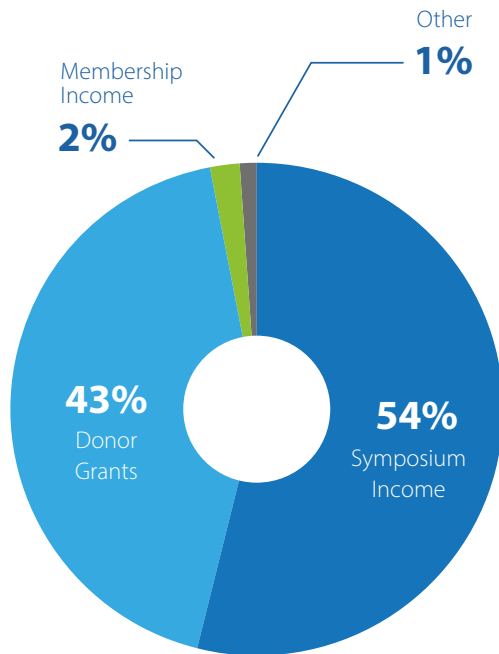
and the tangible and visible outputs and achievements afford the greatest value in attracting more donors and supporters. On one hand the Board and the Secretariat used these achievements when engaging and developing new donors and supporters. And on the other, we also established prudent and transparent policies and processes for management organizational resources and its biennial symposia. Moving forward, HSG plans to solidify and further these achievements.

REVENUES	TOTAL	2015	2016	2017
Symposium Income	\$2,469,208	\$499,983	\$1,964,437	\$4,788
Donor Grants	\$1,956,034	\$579,961	\$861,225	\$514,848
Membership Income	\$83,248	\$3,168	\$70,744	\$9,336
Other	\$35,880	\$30,614	\$2,448	\$2,818
TOTAL REVENUE	\$4,544,370	\$1,113,726	\$2,898,854	\$531,790

EXPENDITURE	TOTAL	2015	2016	2017
Conduct a global symposium	\$1,930,524	\$249,864	\$1,463,634	\$217,026
General administration & management	\$371,060	\$147,284	\$149,289	\$74,487
Evolve HSG's governance	\$208,291	\$107,934	\$47,383	\$52,974
Support & Sustain TWGs	\$152,843	\$34,369	\$46,261	\$72,213
Advocate for the field of HPSR	\$85,990		\$17,000	\$68,990
Establish a stable financial foundation	\$59,649	\$4,946	\$13,791	\$40,912
Increase the membership diversity and regional reach	\$38,675	\$15,397	\$11,728	\$11,550
Facilitate knowledge acquisition & dissemination	\$21,438			\$21,438
Disseminate health systems research methods	\$20,941			\$20,941
Forge strategic alliances	\$6,337			\$6,337
Connect diverse communities	\$5,598			\$5,598
Promote & support capacity building	\$4,243			\$4,243
TOTAL EXPENDITURES	\$2,905,589	\$559,794	\$1,749,086	\$596,709

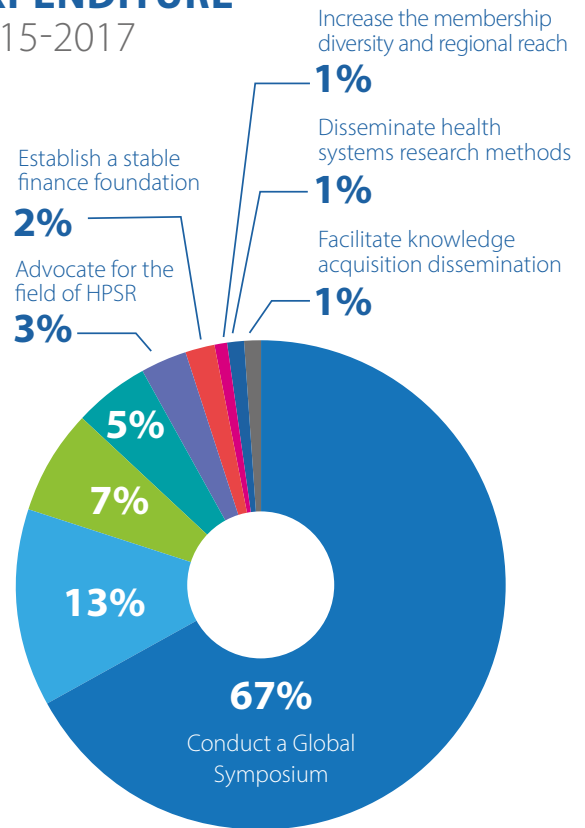
SOURCES OF REVENUES

2015-2017



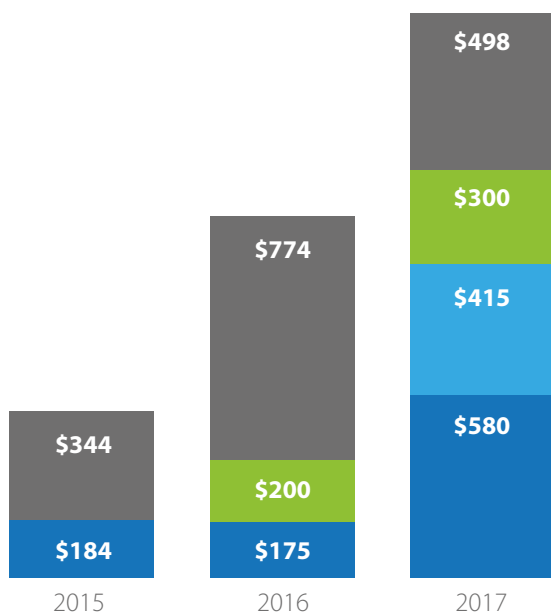
EXPENDITURE

2015-2017



NET ASSETS

(IN THOUSAND \$US)



■ Temporarily restricted ■ Board restricted
■ Reserve Fund ■ Unrestricted

INTRODUCING AND MAINTAINING ROBUST POLICY AND PROCEDURES

One of the strategic priorities for HSG, being a young and emerging organization in the Global Health field, was to develop institutional policies and procedures that enhance organizational resilience and assure long-term sustainability. Consequently, the Board and Secretariat worked hard during 2016-2017 and developed policies governing following broad areas of the society operations:

- Governance and Board Operations
- Membership
- TWG Operations
- Symposium planning, management and delivery
- Partnership
- Secretariat operations
- Financial Management and Audit

