

Governance arrangements	Financial arrangements	Delivery arrangements	Implementation strategies
<ul style="list-style-type: none"> <li>● <b>Policy authority</b> <ul style="list-style-type: none"> <li>○ Centralization/decentralization of policy authority</li> <li>○ Accountability of the state sector's role in financing &amp; delivery</li> <li>○ Stewardship of the non-state sector's role in financing &amp; delivery</li> <li>○ Decision-making authority about who is covered and what can or must be provided to them</li> <li>○ Corruption protections</li> </ul> </li> <li>● <b>Organizational authority</b> <ul style="list-style-type: none"> <li>○ Ownership</li> <li>○ Management approaches</li> <li>○ Accreditation</li> <li>○ Networks/multi-institutional arrangements</li> </ul> </li> <li>● <b>Commercial authority</b> <ul style="list-style-type: none"> <li>○ Licensure &amp; registration requirements</li> <li>○ Patents &amp; profits</li> <li>○ Pricing &amp; purchasing</li> <li>○ Marketing</li> <li>○ Sales &amp; dispensing</li> <li>○ Commercial liability</li> </ul> </li> <li>● <b>Professional authority</b> <ul style="list-style-type: none"> <li>○ Training &amp; licensure requirements</li> <li>○ Scope of practice</li> <li>○ Setting of practice</li> <li>○ Continuing competence</li> <li>○ Quality &amp; safety</li> <li>○ Professional liability</li> <li>○ Strike/job action</li> </ul> </li> <li>● <b>Consumer &amp; stakeholder involvement</b> <ul style="list-style-type: none"> <li>○ Consumer participation in policy &amp; organizational decisions</li> <li>○ Consumer participation in system monitoring</li> <li>○ Consumer participation in service delivery</li> <li>○ Consumer complaints management</li> <li>○ Stakeholder participation in policy &amp; organizational decisions (or monitoring)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● <b>Financing Systems</b> <ul style="list-style-type: none"> <li>○ Taxation</li> <li>○ Social health insurance</li> <li>○ Community-based health insurance</li> <li>○ Community loan funds</li> <li>○ Private insurance</li> <li>○ Health savings accounts (Individually financed)</li> <li>○ User fees</li> <li>○ Donor contributions</li> <li>○ Fundraising</li> </ul> </li> <li>● <b>Funding organizations</b> <ul style="list-style-type: none"> <li>○ Fee-for-service (Funding)</li> <li>○ Capitation (Funding)</li> <li>○ Global budget</li> <li>○ Case-mix funding</li> <li>○ Indicative budgets (Funding)</li> <li>○ Targeted payments/penalties (Funding)</li> </ul> </li> <li>● <b>Remunerating providers</b> <ul style="list-style-type: none"> <li>○ Fee-for-service (Remuneration)</li> <li>○ Capitation (Remuneration)</li> <li>○ Salary</li> <li>○ Episode-based payment</li> <li>○ Fundholding</li> <li>○ Indicative budgets (Remuneration)</li> <li>○ Targeted payments/penalties (Remuneration)</li> </ul> </li> <li>● <b>Purchasing products &amp; services</b> <ul style="list-style-type: none"> <li>○ Scope &amp; nature of insurance plans</li> <li>○ Lists of covered/reimbursed organizations, providers, services &amp; products</li> <li>○ Restrictions in coverage/reimbursement rates for organizations, providers, services &amp; products</li> <li>○ Caps on coverage/reimbursement for organizations, providers, services &amp; products</li> <li>○ Prior approval requirements for organizations, providers, services &amp; products</li> <li>○ Lists of substitutable services &amp; products</li> </ul> </li> <li>● <b>Incentivizing consumers</b> <ul style="list-style-type: none"> <li>○ Premium (level &amp; features)</li> <li>○ Cost sharing</li> <li>○ Health savings accounts (Third party contributions)</li> <li>○ Targeted payments/penalties (Incentivizing consumers)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● <b>How care is designed to meet consumers' needs</b> <ul style="list-style-type: none"> <li>○ Availability of care</li> <li>○ Timely access to care</li> <li>○ Culturally appropriate care</li> <li>○ Case management</li> <li>○ Package of care/care pathways/disease management</li> <li>○ Group care</li> </ul> </li> <li>● <b>By whom care is provided</b> <ul style="list-style-type: none"> <li>○ System - Need, demand &amp; supply</li> <li>○ System - Recruitment, retention &amp; transitions</li> <li>○ System - Performance management</li> <li>○ Workplace conditions – Provider satisfaction</li> <li>○ Workplace conditions – Health &amp; safety</li> <li>○ Skill mix – Role performance</li> <li>○ Skill mix – Role expansion or extension</li> <li>○ Skill mix – Task shifting/substitution</li> <li>○ Skill mix – Multidisciplinary teams</li> <li>○ Skill mix – Volunteers or caregivers</li> <li>○ Skill mix – Communication &amp; case discussion between distant health professionals</li> <li>○ Staff - Training</li> <li>○ Staff - Support</li> <li>○ Staff - Workload/workflow/intensity</li> <li>○ Staff - Continuity of care</li> <li>○ Staff/self – Shared decision-making</li> <li>○ Self-management</li> </ul> </li> <li>● <b>Where care is provided</b> <ul style="list-style-type: none"> <li>○ Site of service delivery</li> <li>○ Physical structure, facilities &amp; equipment</li> <li>○ Organizational scale</li> <li>○ Integration of services</li> <li>○ Continuity of care</li> <li>○ Outreach</li> </ul> </li> <li>● <b>With what supports is care provided</b> <ul style="list-style-type: none"> <li>○ Health record systems</li> <li>○ Electronic health record</li> <li>○ Other ICT that support individuals who provide care</li> <li>○ ICT that support individuals who receive care</li> <li>○ Quality monitoring and improvement systems</li> <li>○ Safety monitoring and improvement systems</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● <b>Consumer-targeted strategies</b> <ul style="list-style-type: none"> <li>○ Information or education provision</li> <li>○ Behaviour change support</li> <li>○ Skills and competencies development</li> <li>○ (Personal) support</li> <li>○ Communication and decision-making facilitation</li> <li>○ System participation</li> </ul> </li> <li>● <b>Provider-targeted strategies</b> <ul style="list-style-type: none"> <li>○ Educational material</li> <li>○ Educational meeting</li> <li>○ Educational outreach visit</li> <li>○ Local opinion leader</li> <li>○ Local consensus process</li> <li>○ Peer review</li> <li>○ Audit and feedback</li> <li>○ Reminders and prompts</li> <li>○ Tailored intervention</li> <li>○ Patient-mediated intervention</li> <li>○ Multi-faceted intervention</li> </ul> </li> <li>● <b>Organization-targeted strategies</b> <hr/> <p>Note that the above health-system arrangements and implementation strategies can be operationalized through four types policy instruments:</p> <ul style="list-style-type: none"> <li>● legal instruments (acts and regulations, self-regulation regimes, and performance-based regulations)</li> <li>● economic instruments (e.g. taxes and fees, public expenditure and loans, public ownership, insurance schemes, and contracts)</li> <li>● voluntary instruments (e.g. standards and guidelines and both formalized partnerships and less formalized networks)</li> <li>● information and education instruments</li> </ul> <p>Given that the appropriateness of particular legal and economic instruments varies by political system, we recommend focusing on arrangements and strategies, not legal and economic instruments.</p> </li> </ul>

Lavis JN. Health systems evidence: Taxonomy of governance, financial and delivery arrangements and implementation strategies within health systems. Hamilton, Canada: McMaster Health Forum, 2017.



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