

出國報告（出國類別：國際會議）

## JLN 全民保健全球會議

〈 The Joint Learning Network for Universal Health Coverage Global Meeting 〉

服務機關：衛生福利部中央健康保險署

姓名職稱：王本仁專門委員

派赴國家：馬來西亞

出國期間：105 年 7 月 19 日至 105 年 7 月 23 日

報告日期：105 年 10 月 11 日

## 摘要

「聯合學習網絡」(The Joint Learning Network, JLN)，是非洲與東南亞一些國家為推動人人享有健康照護 (Universal Health Coverage, UHC)，於 2010 年成立的網絡，目的是建立執行者對執行者(practitioner-to-practitioner)的學習網絡，以解決在邁向全民有健康照護的過程中所面臨的「如何做(how to)」的問題。本次國際研討會，是讓 JLN 會員國的代表齊聚一堂，就各國在朝向 UHC 遭遇之問題，進行討論，並檢視 JLN 的核心國家需求，以制定 JLN 未來的活動目標。我國全民健保的知識與經驗，可與 JLN 成員分享交流，建議(1)持續參與 JLN 活動，伺機爭取成為正會員國或副會員國，或者，可嘗試以本署名義加入而成為其夥伴(Partner)一支持或協助各國實現 UHC 的組織或機構。(2) 思考在「以人為中心」的整合式健康照護系統下(People-Centered Integrated Health Care, PCIC)，全民健康保險扮演的角色。

# 目次

目的	1
過程	2
心得及建議	4
附錄 1. 活動照片	7
附錄 2. 與會人員資料	8

# 目的

本次國際研討會之目的係讓「聯合學習網絡」(The Joint Learning Network，JLN)會員國的代表齊聚一堂，就各會員國在朝向人人享有健康照護(Universal Health Coverage，UHC)之目標上所遭遇之問題，例如：初級衛生保健(Primary Health Care，PHC)、健康照護提供者的支付制度(Provider Payment Mechanism)、領導與政府治理(Leadership and Governance)、資訊科技機制(Information Technology Mechanism)、健康科技評估以供決策(Health Technology Assessments for Decision Making)，進行相關討論，並檢視JLN的國家核心組(Country Core Group，CCG)之需求，以利JLN制定未來的活動目標，協助CCG更邁向UHC。

本署應Results for Development Institution (R4D)的邀請，以機構觀察員(Institutional Observer)身分參加本次會議，觀察其他國家如何推動全民享有健康照護(UHC)及JLN如何協助其會員國邁向UHC，並適時分享臺灣健保實施經驗。

## 過程

全民健康照護聯合學習網絡(JLN for UHC)於 2010 年成立。其起源為迦納(Ghana)、印度(India)、印尼(Indonesia)、菲律賓(the Philippines)、泰國(Thailand)、越南(Vietnam)等 6 國的政策制定者(policymakers)與執行者(practitioners)受美國的洛克斐勒基金會(Rockefeller Foundation)及 Results for Development Institution (R4D)的邀請，在印度的 Manesar 舉行三日的研討會中，深入瞭解迦納如何改革健康照護系統以達到全民健康照護。由於當時印度正利用智慧卡生物科技(smart card technology)做登記(enrollment)而得以快速擴大健康照護涵蓋範圍至窮人，泰國亦實施新的支付制度促使健康照護者提供更有品質與效率的照護，而迦納正處於重建全民健康保險運作機制，因此，與會國家的共識為需要建立執行者對執行者(practitioner-to-practitioner)的學習網絡，以解決在健康照護系統改革以達到全民健康照護過程中所面臨的「如何做(how to)」的問題。隨後於 2013 至 2015 年由迦納全民健康保險局(National Health Insurance Authority)的執行長(Acting CEO) Nathaniel Otoo 先生擔任該聯合學習網絡召集人(JLN Convener)。聯合學習網絡成立後，陸續有其他國家與贊助者，例如：世界銀行與比爾和梅琳達·蓋茨基金會(Bill & Melinda Gates Foundation)加入，至今已包括亞洲、非洲、歐洲、拉丁美洲和中東國家等 9 個正會員國(Full Member Country)與 16 個副會員國(Associate Member Country)，如下表。

**JLN Member Countries:**

<b>Full Members</b>	<b>Associate Members</b>
Ghana	Bahrain
India	Bangladesh
Indonesia	Colombia
Kenya	Egypt
Malaysia	Ethiopia
Mali	Japan
Nigeria	Kosovo
Philippines	Liberia
Vietnam	Mexico
	Moldova
	Mongolia
	Morocco
	Namibia
	Senegal
	South Korea
	Sudan

JLN 的成員，主要由其會員國的健康部門或國家的衛生籌資部門或其他重要政府機構部門的領導人組成，目前的召集人由馬來西亞衛生部轄下的國家健康財務規劃與發展組副組長 Rozita Halina Tun Hussein 女士擔任(2015 年 7 月起)。JLN 所有的活動都做優先排序、形塑、領導及由 JLN 成員國共同合作提供協助。透過獨特的聯合解決問題模式，包括多邊研討會、國家學習交流及虛擬對話(virtual dialogue)，JLN 成員經由實際經驗，產生新的思路和工具，進行擴大健康照護涵蓋的實驗。JLN 的組織運作如下：

- 1.指導小組(The Steering Group)— 是由來自會員國、網絡資助者及技術合作夥伴的代表組成的全球指導小組領導。指導小組確保 JLN 的技術創建(technical initiatives)與會員國國家重點(country priorities)方向一致，並監督網絡的戰略方向(strategic direction)。
- 2.國家核心組(Country Core Group, CCG)— JLN 的成員國參與由國家核心組提供協助之活動。國家核心組保證網絡活動的多樣化，舉辦聯合當地的學習活動，國家的改革文件建檔，並確保國家內部有效的知識傳播。
- 3.技術輔導員(Technical Facilitators)— 與 JLN 成員合作訂定細緻的工作目標、技術方法和技術創建的具體活動。技術輔導員引導複雜與知識交流活動，以幫助各國將理論與實際執行作銜接。
- 4.網絡協調人(The Network Coordinator)— 由指導小組遴選與監督。其核心職能是協助指導小組在制定與實施策略計劃，確保與全球夥伴合作及倡議，會員管理，知識管理，通信和社區參與的協調和合作。
- 5.聯合學習基金(The Joint Learning Fund)— 是為會員國特定的共同學習活動提供資金支持與資源靈活運用。會員國往往利用基金進一步獲得知識與對其他國家及網絡成員國之間的醫療衛生體制改革工作的了解。
- 6.夥伴(Partner)— 支持或協助各國實現全民健康照護(UHC)的組織或機構。例如：Results for Development Institution (R4D)、USAID Health Finance and Governance Project、ACCESS Health International、Japan International Cooperation Agency、Harmonization Health in Africa、NICE international、PATH、Pharma Access Foundation、Institute for Health Improvement、International Decision Support Initiative。

為滿足跨國學習的需求，JLN 與比爾和梅琳達·蓋茨基金會(Bill & Melinda Gates Foundation)、世界銀行(World Bank)、美國國際開發署/衛生籌資和治理計畫(USAID/ Health Finance and Governance Project)及其他發展夥伴合作，此次於 105 年 7 月 20 日至 105 年 7 月 22 日在馬來西亞 Putrajaya 的 Pullman Hotel and Resort Putrajaya Lakeside 舉辦的會議名稱為「聯合學習網絡全球會議：建立堅強的系統以實現全民健康照護 (Joint Learning Network Global Meeting: Building Strong Systems to Achieve Universal Health Coverage)」。匯集來成員國的政策制定者和執行者，對有關實施衛生籌資、擴大健康服務覆蓋範圍、促進以 PHC 為導向的 UHC 等議題，分享並討論各地的成功經驗與解決問題的挑戰。本次大會參與者超過 150 人，來自 27 個國家，包括 JLN 會員國代表、技術輔導員(Technical Facilitators)、網絡協調人(The Network Coordinator)及其夥伴(Partner)。

由於 R4D 人員曾於去年安排迦納衛生部官員參加我國全民健保 21 週年慶，並至本署學習全民健保制度，也安排本署於 JLN 網路研討會中介紹我國全民健保支付制度，在此機緣下，R4D 提供本署以機構觀察員(Institutional Observer)身分 1 位名額，但需在自付旅費與飯店費用情況下參加本次會議，也未安排介紹我國全民健保。

## 心得及建議

本人很榮幸奉派參加此次具有工作坊(workshop)性質的 JLN 國際研討會。本人的心得分成兩部分：〔1〕JLN 推動 UHC 的相關思維與知識，〔2〕本次會議工作坊的運作。

### JLN 推動 UHC 的相關思維與知識

由大會設定的議題可以看出 JLN 對如何推動 UHC，確實具有系統性的策略思考並提供相關工具做討論。JLN 推動 UHC 的策略主軸為：建構「以人為中心」的整合式健康照護系統(People-Centered Integrated Health Care， PCIC)，並且以整合式的初級衛生保健 (Primary Health Care， PHC)為出發點。PCIC 的目標在於對個人與社會群體提供合宜、合地、合時、可負擔的健康照護服務。「以人為中心」(People-Centered)是圍繞在個體與社區的健康需求，而非特定疾病，因此有別於傳統的「以病人為中心」(Patient-Centered)。初級衛生保健(PHC)則是「以人為中心」健康照護的基礎，其重點為照護的連續性、健康系統與民眾參與的互動連結(health system-citizen engagement)、具成本效益的預防保健與健康促進的推廣。「整合」意謂初級衛生保健需要有架構地連結至更廣的健康系統，包括醫院與傳統的公共衛生。JLN 參酌各國經驗，提出下列 8 大核心行動與相關策略作為 PCIC 的支柱：

1. 讓初級照護為第一接觸點(Primary care as first point of contact)— 多數情況下，病人最先需要的是初級照護。當病人信任初級照護，便可接受後續相關的連續性與協調性醫療，如住院與專科醫療。有四個策略有助於達此目標，即(1)選任(empanelment)適當的初級照護團隊；(2) 病人風險分層(risk stratification of patients)；(3) 守門人(gatekeeping)；(4) 擴大可近性(accessibility)。
2. 多專業的團隊(Multidisciplinary teams)— 為讓病人獲得全面與整合的照護(comprehensive and integrated care)，多專業的團隊須有醫療與非醫療專業人員，其策略為(1)定義團隊目標、成員角色、組織及領導(2)為病人與團隊制定個別化照護計畫。
3. 垂直整合(Vertical integration)— 為達將照護的連續性與提升品質，垂直整合牽涉初級、第二級及第三級健康照護機構間的溝通與協調，此三個層級的機構需要以三合一原則(3-in-1 principle)合作，即一個系統、一個族群、一套資源(one system; one population; one pot of resources)。相關策略為(1)在垂直整合的網絡重新定義各健康照護機構的角色，特別是醫院的角色 (2)透過技術協助與技能培養強化照護提供者間的關係(3)在三合一原則下建立正式的機構網絡。
4. 水平整合(Horizontal integration)— 目標在建立以病人需要為中心，整合初級照護與公共衛生服務。透過更有效率的服務，例如：共用照護地點(co-location)以減少資源重複與浪費。

5. eHealth— 其功用在於促進照護機構間的溝通、健康照護工作者與病人更能參與照護的過程、管理及決策。資訊科技更有助於 PCIC，讓初級照護系統、水平整合、垂直整合所需的協調性與連續性之資訊發揮功效。相關策略為(1)健康照護電子紀錄(2)建立電子溝通與管理的功能(3)跨機構與跨照護服務可交互運用(interoperability)。
6. 整合式的臨床照護路徑與雙向轉診系統(Integrated clinical pathways and dual referral systems)— 為達在正確的時間獲得正確的照護(right care at the right time)，在水平與垂直整合照護網絡下，將跨機構間的治療與轉介路徑標準化，以釐清照護提供者間的關係與責任。轉診系統需包括初級照護(primary health care)、第二級照護(secondary care)及第三級照護(tertiary care)兩兩層級間的雙向轉介。
7. 建立測量與回饋系統(Establishing a measurement and feedback system)— 成果測量指標(Performance measurement indicators)需能反映「以人為中心」的整合式健康照護系統的功能與價值，例如：協調、完整、整合、技術與經驗品質(coordination, comprehensiveness, integration and technical and experiential quality)。只有成果指標並無法改善品質，需要有回饋循環(feedback loop)，讓測量到的成果資訊可以在社區、照護提供者、管理者及決策者之間作回饋與溝通，以促進持續的品質改善。
8. 評鑑與認證(Accreditation and certification)— 由外部來對照護機構與人員的評鑑與認證機制，有助於確保照護體系的最低標準盡責度。設定目標與準則，以要求高品質、可靠及安全的照護機構。

JLN 提出各國需因應自己國家的國情文化，讓 UHC 政策逐步落實與持續運作，除了「以人為中心」的整合式健康照護系統外，尚須有可負擔的健康照護提供者支付制度 (Provider Payment Mechanism)、有效率的領導與政府治理 (Leadership and Governance)、與時俱進的資訊科技機制(Information Technology Mechanism)、實證依據的健康科技評估以供決策(Health Technology Assessments for Decision Making)。以本人參加的「資訊科技機制」分組研討為例，各國的發展情況差異甚大，部分非洲國家從格式化收載基本的就醫資料作起，菲律賓則藉由推動 UHC，直接要求醫院須使用電子病歷。

## 會議工作坊的運作

會議工作坊的運作，是由 JLN 指導小組與贊助夥伴設定議題與討論方式。第一天由會員國代表報告其國內相關議題的處理方式與進展，或由有經驗的夥伴組織分享經驗。第二天則對相關議題分組討論，且每組皆有技術輔導員參與並引導，並且對未來的 JLN 凝聚共識，甚至要求國家核心組(Country Core Group, CCG)需對未來設定工作目標、可行性評估、資源需求等。第三天則有 JLN 高階閉門會議，會員國衛生部長或高階官員對話與討論。以本人參加的迦納組為例，南韓被安排需協助提升迦納的資訊科



技能力。迦納代表於會場經腦力激盪後，決定請南韓協助訓練該國人員對醫療申報的資料分析與品質監控，具體作法是由迦納事先提供該國的實際資料給南韓代表，由南韓先熟悉迦納資料、發展分析及品質監控模式後，再安排迦納派遣人員至南韓實地訓練。迦納的需求構想，非常具體且務實，充分運用 JLN 資源，以獲得核心管理技術。

## 建議

一、持續參與 JLN 活動，伺機爭取成為正會員國(Member Country)或副會員國(Associate Member Country)，或者，可嘗試以本署名義加入成為夥伴(Partner)一支持或協助各國實現全民健康照護(UHC)的組織或機構。

JLN 是為推動全民健康照護而建立的聯合學習網絡，其網絡成員角色，有以國家為名，如正會員國(Member Country)或副會員國(Associate Member Country)，也有以組織或機構為單位，即夥伴(Partner)，例如，美國的 Results for Development Institution (R4D)、USAID Health Finance and Governance Project，英國的 NICE international 等。日本與南韓及英國屬於有全民健康照護的國家，仍積極參與 JLN 並成為副會員國或夥伴。

我國全民健保的成功，受到國際重視與報導，在 JLN 所需要的知識與經驗，如健保的財務規劃、支付制度、資訊運用及管理等等面向，均可與 JLN 成員分享交流。本次大會，本署獲邀以機構觀察員(Institutional Observer)身分在自付費用情況下與會議，雖未被安排介紹我國的全民健保經驗，但本人在分組討論或用餐聯誼時，適時分享臺灣健保經驗，也引起交談人員興趣。若爭取成為正或副會員國受阻，不妨嘗試以本署名義正式加入 JLN 成為其夥伴。本次會議活動照片及與會人員資料如附錄 1、2。

二、思考「以人為中心」的整合式健康照護系統(People-Centered Integrated Health Care, PCIC)下，全民健康保險扮演的角色。

世界衛生政策領域，由早期的「以病人為中心」轉變為「以人為中心」，並以「人人享有健康照護」(Universal Health Coverage, UHC)為具體目標。在衛生福利部層次，「以人為中心」的思維，幾乎可貫穿衛生福利政策的各面向。在健康照護領域，依全民健康保險法，本署為全民健保的保險人，辦理保險業務。健保法第一條亦明訂：全民健保為強制性之社會保險，於保險對象在保險有效期間，發生疾病、傷害、生育事故時，以本法規定給予保險給付。因此，全民健保可扮演的角色，為透過健保保險給付的誘因與管理，促進「以人為中心」的整合式健康照護系統順暢運作。在保險給付的誘因面，例如：鼓勵跨服務別跨層級別的整合照護服務模式，必要時可建議主管機關調整現行醫院與基層總額分配的方式，而各個醫療照護層級可以承作的醫療項目，也需搭配 PCIC 調整支付標準。在管理面，建立「以人為中心」的照護資料，並在符合法律規範下，建立適當的資料分享與提供機制，讓醫療照護者與民眾個人，可以在有充分資訊下，作臨床照護決策與自我健康管理，以減少資源重複與浪費。本署推動之「醫療資訊雲端查詢系統」與「My Health Bank 健康存摺」屬於 PCIC 所需的資訊基礎建設，應持續精進與推廣。

# 附錄

## 附錄 1. 活動照片



## 附錄 2. 與會人員資料



**Participant List**

	Country	Name	Institution & Role
1.	Argentina	Humberto Silva	Strategic Planning Division National Coordinator at the Programa SUMAR
2.	Cambodia	Sovannarith Korng	Official at the Ministry of Economy and Finance
3.	Cambodia	Sambo Pheakdey	Head of Division at the Ministry of Economy and Finance
4.	Chile	Alexis Ahumada Salinas	Professional of the Department of Primary Health Care, Under-Secretariat of Health Care Networks, Ministry of Health
5.	Colombia	Ramiro Guerrero	Director, PROESA
6.	Egypt	Hala Massekh	Head of Sector for Health Zones
7.	Egypt	Yasser Omar Abdellatif	General Director of Grants and Loans Administration at the Ministry of Health and
			Population
8.	Ethiopia	Deribew (Atae) Atakelti Abera	Director-General at the Health Insurance Agency
9.	Ethiopia	Dr. Mizan Kiros	Director of Financial Resource Mobilization Directorate at the MoH
10.	Ghana	Dr. Lydia Dsane-Selby	Director of Claims Management at NHIA Ghana
11.	Ghana	Mr. Nicholas Tweneboa	Independent Consultant
12.	Ghana	John Koku Awoonor-Williams	Director, Policy, Planning, Monitoring & Evaluation (PPME) at the Ghana Health Service
13.	Indonesia	Atikah Adyas	Ministry of Health
14.	Indonesia	Laksono Trisnantoro	Professor in Health Policy and Administration and a senior researcher at Faculty of Medicine Universitas Gadjah Mada Indonesia; Former Consultant at Ministry of Health

	Country	Name	Institution & Role
15.	Indonesia	Saraswati (Sugiyarso Rivai)	Head of Subdirector of Primary Health Centers, Directorate General of Health Services at the MoH
16.	Japan	Honorable Ms. Naomi Tokashiki	Honorable Vice Minister of Health
17.	Japan	Tomoaki Okano	Secretary to the Vice Minister
18.	Japan	Haruka Sakamoto	Deputy Director, International Affairs Division, Minister's Secretariat
19.	Japan	Satoshi Ezo	Team Leader, International Affairs Division, Minister's Secretariat
20.	Japan	Kaori Hanai	Officer, International Affairs Division, Minister's Secretariat
21.	Japan	Masami Miyakawa	National Center for Global Health and Medicine, Japan
22.	Kenya	Nicodemus Odongo	Director, Strategic Planning and Marketing National Health Insurance Fund (NHIF) Kenya

	Country	Name	Institution & Role
23.	Kenya	Omar Ahmed Omar	Director, Health Financing at the MOH
24.	Kenya	Kenneth Munge	Research Medical Officer at Kenya Medical Research Institute (KEMRI) Wellcome Trust Research Programme
25.	Kenya	Abdullah Munga Ngonyo	Public health Officer - County Government of Kilifi (CHEW) - Department of Health
26.	Kenya	Elkanah Ong'uti	Chief Economists, MOH Kenya
27.	Kosovo	Honorable Dr. Imet Rrahmani	Minister of Health
28.	Kosovo	Valbon Krasniqi	Advisor to the Cabinet, MoH
29.	Liberia	Honorable Mrs. Yah M. Zolia	Deputy Minister for Planning, Research and Development
30.	Liberia	Roland Yarsieh Kesselly	Director of Health Financing, MoH



	Country	Name	Institution & Role
31.	Liberia	Molley Kiazolu	Director, Ministry of Finance and Development Planning
32.	Liberia	Ernest Gonyon	Health Financing Officer, MoH
33.	Malaysia	Honorable Datuk Seri Dr. S. Subramaniam	Minister of Health
34.	Malaysia	Dato' Seri Dr. Chen Chaw Min	Secretary General
35.	Malaysia	Datuk Dr Noor Hisham bin Abdullah	Director General of Health
36.	Malaysia	Datuk Dr. Shahnaz Murad	Deputy Director General of Health (Research & Technical Support)
37.	Malaysia	Datuk Dr. Lokman Hakim Sulaiman	Deputy Director General of Health(Public Health)
38.	Malaysia	Datuk Dr. Jeyaindran Tan Sri Sinnadurai	Deputy Director General of Health (Medical)

	Country	Name	Institution & Role
39.	Malaysia	Dato' Dr. Hj. Azman bin Hj. Abu Bakar	Senior Deputy Director at the Medical Development Division
40.	Malaysia	To' Puan Dr Safurah binti Jaafar	Director General of Family Health Development Division
41.	Malaysia	Dato' Eisah A.Rahman	Senior Director Pharmaceutical Services Divisions
42.	Malaysia	Mohd Safiee Bin Ismail	Senior Principle Assistant Director, MoH
43.	Malaysia	Datuk Dr. Noor Hisham bin Abdullah	Director General of Health
44.	Malaysia	Datuk Dr. Shahnaz Murad	Deputy Director General of Health (Research & Technical Support)
45.	Malaysia	Datuk Dr. Lokman Hakim Sulaiman	Deputy Director General of Health(Public Health)
46.	Malaysia	Datuk Dr. Jeyaindran Tan Sri Sinnadurai	Deputy Director General of Health (Medical)

	Country	Name	Institution & Role
47.	Malaysia	Dato' Dr. Hj. Azman bin Hj. Abu Bakar	Senior Deputy Director Medical Development Division
48.	Malaysia	To' Puan Dr Safurah binti Jaafar	Director General of Family Health Development Division
49.	Malaysia	Dato' Eisah A.Rahman	Senior Director Pharmaceutical Services Divisions
50.	Malaysia	Dr. Noor Aliyah binti Ismail	Principal Director of Oral Health
51.	Malaysia	Dato' Dr Nooraini bt Baba	Ministry of Health, Malaysia
52.	Malaysia	Rozita Halina binti Tun Hussein	Ministry of Health, Malaysia
53.	Malaysia	Kamaliah Mohamad Noh	Ministry of Health, Malaysia
54.	Malaysia	Dr Nur Shaheera binti Shahrudin	Ministry of Health, Malaysia

	Country	Name	Institution & Role
55.	Malaysia	Dr. Rima Marhayu binti Abdul Rashid	Ministry of Health, Malaysia
56.	Malaysia	Dr Arifah binti Abd Rahim	Ministry of Health, Malaysia
57.	Malaysia	Miss Lidyawati binti Abdul Hamid	Ministry of Health, Malaysia
58.	Malaysia	Dr Akmal Aida binti Othman	Ministry of Health, Malaysia
59.	Malaysia	Mrs Sabariah binti Esa	Ministry of Health, Malaysia
60.	Malaysia	Dr Jayanthi a/p Achannan	Ministry of Health, Malaysia
61.	Malaysia	Dr Fazilah binti Shaik Allaudin	Ministry of Health, Malaysia
62.	Malaysia	Dr Asnida binti Anjang Ab Rahman	Ministry of Health, Malaysia

	Country	Name	Institution & Role
63.	Malaysia	Puan Nuha bt Musa	Ministry of Health, Malaysia
64.	Malaysia	Dr Siti Haniza Mahmud	Ministry of Health, Malaysia
65.	Malaysia	Dr Nur Ezdiani bt Mohamed	Ministry of Health, Malaysia
66.	Malaysia	Miss Suhaizanzulaila binti Ahmad	Ministry of Health, Malaysia
67.	Malaysia	Dr Noridah Mohd Saleh	Ministry of Health, Malaysia
68.	Malaysia	Mr. Ho Hsin Hung	Ministry of Health, Malaysia
69.	Malaysia	Mrs. Karen Ang Huay Mien	Ministry of Health, Malaysia
70.	Malaysia	Mr. Hj. Suhaimi bin Jusoh	Undersecretary, Policy and International Relation Division
71.	Malaysia	Dr. Nazrila Hairizan Nasir	Ministry of Health, Malaysia

	Country	Name	Institution & Role
72.	Malaysia	Dr Mohd Fozi Kamaruddin	Ministry of Health, Malaysia
73.	Malaysia	Dr Mohd Husni Husin	Ministry of Health, Malaysia
74.	Malaysia	Dr Fauziah Zainal Ehsan	Ministry of Health, Malaysia
75.	Malaysia	Dr Mastura binti Ismail	Ministry of Health, Malaysia
76.	Malaysia	Dr Faridah binti Abu Bakar	Ministry of Health, Malaysia
77.	Malaysia	Dr. Siti Haniza Mahmud	Head of Quality Assurance Unit, institute for Health Systems Research, MOH
78.	Mali	Zan Konare	President FENASCOM
79.	Mali	Cheikna Toure	Deputy Director at Union Technique de la Mutualité Malienne
80.	Mali	Boureima PLEA	Division Chief, Direction Nationale De La Santé

	Country	Name	Institution & Role
81.	Mali	Kone Sissi Odile DakouoAKOUO	Director of Social Action Division, Promoting Mutuelles, National Directorate of Protection Social Solidarity, and Economy
82.	Mexico	Adolfo Martinez Valle	Deputy Director General, Economic Analysis Unit at the MOH
83.	Moldova	Honorable Mrs. Liliana Iasan	Deputy Minister of Health
84.	Moldova	Dragos Gulbur	Counsellor to Minister of Health from the Republic of Moldova Ministry of Health, Republic of Moldova
85.	Moldova	Maria Lifciu	Head of International Relations Department, CNAM
86.	Moldova	Damascan Ghenadie	Head of Contracting and Relations with Providers Department, CNAM
87.	Mongolia	Tsolmongerel Tsilaajav	Health Economist and Independent Consultant. Former Director of Policy and Planning, MoH

	Country	Name	Institution & Role
88.	Morocco	Hassan Semlali	Chief of the division of medical assistance scheme
89.	Myanmar	Nay Soe Maung	Rector, University of Public Health at the University of Public Health
90.	Nigeria	Ritgak Tilley-Gyado	Technical Adviser to the Honorable Minister of Health, MoH
91.	Nigeria	Olufemi Akingbade	Chief Executive Officer, National Health Insurance Scheme
92.	Nigeria	Adelaja Abereoran	Assistant General Manager, National Health Insurance Scheme
93.	Nigeria	Modupe Ogundimu	Acting General Manager at the National Health Insurance Scheme
94.	Nigeria	Francis Nwachukwu Ukwuje	Senior Health Economist, Head Healthcare Financing, Equity and Investment
95.	Nigeria	Olalekan (Leks) Olubajo	Health Economist at National Primary Health Care Development Agency (NPHCDA)



	Country	Name	Institution & Role
96.	Philippines	Gildia Diaz	Senior Manager, Standards and Monitoring Department at PhilHealth
97.	Philippines	Jovita Aragona	Chief Information Officer, PHIC
98.	Philippines	Mae Velasco	Medical Officer IV, DOH
99.	Philippines	Israel Francis A. Pargas	OIC Vice President, Corporate Affairs Group/ Spokesperson Philippine Health Insurance Corporation
100.	Senegal	Cheikh Mbengue	Director General, Agency for UHC
101.	Senegal	Seynabou Ba	Technical Advisor, Ministry of Health
102.	Sudan	Honorable Somia Idris Osman Okoued Mohammed	State Minister, Federal Ministry of Health
103.	Sudan	Dr. Isameldin Mohamed Abdalla Abdelrahim	Undersecretary, FMOH

	Country	Name	Institution & Role
104.	Sudan	Abdalla Osman	Director, Public Health Institute
105.	South Korea	Young Ae Jeong	Manager (Quality Assessment Team 3), HIRA
106.	South Korea	Hanyoul Lee	Manager, NHIS
107.	South Korea	Woun-hun Kim	Director of ODA Project Team of NHIS
108.	South Korea	Yoosick Seo	Deputy Director, NHIS
109.	Vietnam	Thảm Chí Dũng	Vice Head, Provider Payment Reform Unit, Department of Planning and Finance, Ministry of Health
110.	Vietnam	Nguyễn Lan Hương	Head of Policy Unit, Health Insurance Policy Implementation Department, Vietnam Social Security (VSS)
111.	Vietnam	Dr. Tran Thi Mai Oanh	Director, Health Strategy and Policy Institute
112.	Vietnam	Khuong Anh Tuan	Vice Director, HSPI
113.	Alliance	Victoria Tsotsoo Okine	Executive Director at Alliance for Reproductive Health Rights

	Country	Name	Institution & Role
114.	BMGF	Dana Hovig	Director of Integrated Delivery, Bill & Melinda Gates Foundation
115.	BMGF	John Charles Langenbrunner	Senior Program Officer at Bill & Melinda Gates Foundation
116.	BMGF	Daniel Harold Kress	Deputy Director, Global Primary Healthcare and Financing at Bill & Melinda Gates Foundation
117.	BMGF	Ethan Wong	Program Officer at Bill & Melinda Gates Foundation - Bill & Melinda Gates Foundation
118.	BMGF	Hong Wang	Senior Program Officer at Bill & Melinda Gates Foundation
119.	BMGF	Mariam Zameer	Associate Program Officer, Bill & Melinda Gates Foundation
120.	BMGF	Yixing Gao	Associate Program Officer at Bill & Melinda Gates Foundation
121.	CHESTRAD	Oluwafunmilola Dare	President and CEO at CHESTRAD

	Country	Name	Institution & Role
122.	Clinton Health Access Initiative	Raphael Hurley	Director for Health Financing at CHAI
123.	Japan Embassy	Kohei Nakamura	Counselor at the Embassy of Japan in Malaysia
124.	JICA	Sangnim Lee	Special Advisor, JICA
125.	GIZ	Nishant Jain	Deputy Programme Director - Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
126.	GIZ	Viktoria Rabovskaja	Health Economist at GIZ
127.	Independent	Joanne Shear	National Primary Care Clinical Program Manager at U.S. Department of Veterans Affairs
128.	Independent	Sufir Samir	Consultant, World Bank
129.	International Labor Organization	Lisa Morgan	Technical Officer at the International Labour Organization's Impact Insurance Facility
130.	Mathematica	Ayesha Samina Sattar	Researcher at the Mathematica Policy Research
131.	Mathematica	Swetha Sridharan	Researcher at Mathematica Policy Research

	Country	Name	Institution & Role
132.	NHIA Taiwan (observer)	Pen-Jen Wang	Senior Executive Officer at the Medical Review and Pharmaceutical Benefits Division, National Health Insurance Administration, Ministry of Health and Welfare, Taiwan
133.	Global Health Advocates	Bruno Rivalan	Policy and Advocacy Manager at Global Health Advocates
134.	PAI	Ariana Childs Graham	Director, Primary Health Care Initiative at PAI - PAI - Champions of Global Reproductive Rights
135.	PharmAccess	Ad Rietberg	Director Nearshoring and Tech Investor - Nearshoring Partners BV
136.	Save the Children	Simon Jonathan Wright	Head of Child Survival at Save The Children
137.	PHCPI - Benin	Jean-Paul Dossou	Research Centre in Human Reproduction and Demography, Cotonou, Benin & Institute of Tropical Medicine, Antwerp, Belgium
138.	PHCPI - Ghana	Anthony Oforu	Deputy Director, Ghana Health Service
139.	Rockefeller Foundation	Pimpavadee	Associate Director, Rockefeller Foundation

	Country	Name	Institution & Role
		Phaholyothin	
140.	UCSF	Stefan Nachuk	Lead-Private Sector Initiative at UCSF Global Health Group
141.	UCSF	Colin F Boyle	Deputy Director of UCSF Global Health Sciences
142.	USAID	Randy Kolstad	Supervisory Health Officer
143.	USAID Health Financing and Governance	James Christopher Lovelace	Principal Associate/ HFG project Director of Strategy and Quality at Abt Associates
144.	USAID Health Finance and Governance	Andrea Feigl	Visiting Scientist at the Harvard Chan School of Public Health
145.	USAID Health Financing and Governance	Rena Eichler	Owner, Broad Branch Associates
146.	WHO / IHP+	Akihito Watanabe	Health Financing Officer, Department of Health Systems Governance and Financing, World Health Organization
147.	World Bank	Olusoji Adeyi	Director, Director of the Health, Nutrition and Population Global Practice

	Country	Name	Institution & Role
148.	World Bank	Alberto Gonima	Consultant
149.	World Bank	Dao Lan Huong	Senior Health Specialist
150.	World Bank	Federica Secci	Health Specialist
151.	World Bank	Karima Saleh	Senior Economist, Health
152.	World Bank	Melanie Mayhew	Communications Officer C
153.	World Bank	Jane Chuma	Senior Economist, Heal
154.	World Bank	Sheena Chhabra	Senior Health Specialist
155.	World Bank	Patricio Marquez	Lead Health Specialist, World Bank
156.	World Bank	Ajay Tandon	Senior Economist, Health
157.	World Bank /IFC	Olumide Okunola	Senior Operations Officer
158.	Facilitators and Organizing Team	Amanda Folsom	Program Director, Results for Development Institute
159.	Facilitators and Organizing Team	Somil Nagpal	Senior Health Specialist at World Bank

	Country	Name	Institution & Role
160.	Facilitators and Organizing Team	Lydia Ndebele	Knowledge and Learning Coordinator at The World Bank Institute
161.	Facilitators and Organizing Team	Leizel Lagrada	Independent Consultant and Former Head Executive Staff, Office of the Chairman of PhilHealth Board
162.	Facilitators and Organizing Team	Nkem Wellington	Senior Communications Officer, Results for Development Institute
163.	Facilitators and Organizing Team	Sinit Mehtsun	Program Officer, Results for Development Institute
164.	Facilitators and Organizing Team	Chloe Lanzara	Senior Program Associate, Results for Development Institute
165.	Facilitators and Organizing Team	Ankita Panda	Program Associate, Results for Development Institute
166.	Facilitators and Organizing Team	Sofi Bergvist	Executive Director, ACCESS HEALTH International
167.	Facilitators and Organizing Team	Sireesha Parabathina	Associate Director, ACCESS Health International



	Country	Name	Institution & Role
168.	Facilitators and Organizing Team	Gina Lagomarsino	Incoming President and CEO at Results for Development Institute
169.	Facilitators and Organizing Team	Chelsea Taylor	Senior Program Officer at the Results for Development Institute
170.	Facilitators and Organizing Team	Cheryl Cashin	Senior Program Director at the Results for Development Institute
171.	Facilitators and Organizing Team	Marty Makinen	Managing Director at the Results for Development Institute
172.	Facilitators and Organizing Team	Cicely Thomas	Senior Program Officer at the Results for Development Institute
173.	Facilitators and Organizing Team	Kirstin Krusell	Senior Program Associate at the Results for Development Institute
174.	Facilitators and Organizing Team	Caren Althausen	Program Officer at PATH
175.	Facilitators and Organizing Team	Donna Medeiros	Senior Health Information Systems Advisor at PATH

**Briefing Packet: Overview and Workshop Agenda**

	Country	Name	Institution & Role
176.	Facilitators and Organizing Team	Erin Fenton	Program Associate, Results for Development Institute
177.	Facilitators and Organizing Team	Meredith Kimball	Senior Program Officer at the Results for Development Institute
178.	Facilitators and Organizing Team Facilitator	Jerry LaForgia	Chief Technical Officer, Aceso Global