



The Private Sector as a Catalyst for a Resilient Health System

GUEST SPEAKERS



Prof. Muhammad
ALI PATE
Coordinating Minister
of Health and Social
Welfare



Dr. Salma
IBRAHIM ANAS
Special Adviser
on Health to the
President of Nigeria



Prof. Akin
ABAYOMI
Commissioner for
Health, Lagos State



Dr. Amit N.
THAKKER
Executive Chairman,
Africa Health Business,
Kenya

PANEL ONE SPEAKERS

Dr. Tinuola **AKINBOLAGBE**
MD/CEO, Private Sector Health
Alliance of Nigeria (PSHAN)

Dr. Tolulope **ADEWOLE**
Managing Director, NSIA Advanced
Medical Service Ltd

Dr. Jadesola **IDOWU**
Chief Operating Officer, AXA
MANSARD Health

Dr. Olajide **IDRIS**
Former Commissioner of Health,
Lagos State

Dr. Kemisola **AGBAOYE**
Dir. of Programmes, Nigeria Health
Watch | Panel One Moderator

PANEL TWO SPEAKERS

Njide **NDILI**
Country Director Nigeria,
PharmAccess Foundation

Dr. Benjamin **ANYANWU**
Managing Director/CEO, Regions
Stroke and NeuroScience Hospital

Ejim Clement **EGBA**
President, Nigerian Medical
Students Association (NiMSA)

Prof. Cheluchi
ONYEMELUKWE
Managing Partner, Health Ethics
and Law Consulting

Ekenem **ISICHEI**
CEO, ACIOE Associates
| Panel Two Moderator

PANEL THREE SPEAKERS

Dr. Chito **NWANA**
Medical Director, Tabitha
Medical Centre

Dr. Nneka **MOBISSON**
Chief Executive Officer, mDOC

Iyadunni **OLUBODE**
Nigeria Director, MSD for
Mothers

Dr. Tokunbo **SHITTA-BEY**
CEO, Duchess International
Hospital

Dr. Amaka
MOMAH - HARUNA
Senior Specialist, World Bank
Group | Panel Three Moderator

FIRESIDE CHAT

Kate
KELLAND
Chief Scientific Writer,
Coalition for Epidemic
Preparedness
Innovations (CEPI)

Dr. Donald
GRANT
Chief Physician,
Lassa Ward in Kenema
Government Hospital,
Sierra Leone

Prof. Alash'le
ABIMIKU
Executive Director,
International Research
Centre of Excellence,
Institute of Human
Virology Nigeria
(IHVN)



ADFIN	Aliko Dangote Foundation Integrated Nutrition
AI	Artificial intelligence
AIDS	Acquired immune deficiency syndrome
CEO	Chief Executive Officer
CEPI	Coalition for Epidemic Preparedness Innovations
CHELD	Centre for Health Ethics Law and Development
CMD	Chief Medical Director
COO	Chief Operating Officer
COVID-19	Coronavirus disease 2019
COWHA	Coalition for Women's Health in Africa
FCT	Federal Capital Territory
FHC	Future of Health Conference
FMCG	Fast-Moving Consumer Goods
FMCPH	Fellow of the National Postgraduate Medical College Public Health and Community Medicine
GWE	Girl and Women's Empowerment
HFN	Healthcare Federation of Nigeria
HIV	human immunodeficiency virus
HMO	health maintenance organisation
ICT	Information and communication technology
IHVN	Institute of Human Virology Nigeria
LNG	Liquefied Natural Gas
MCF	Medical Credit Fund
MD	Managing Director
MPH	Master of Public Health
MRCGP	Membership of the Royal College of General Practitioners
MWACPH	Member, West African College of Physicians
NHIA	National Health Insurance Act
NHIM	Nigeria Health Innovation Marketplace
NHS	National Health Service
NIMSA	Nigerian Medical Students Association
NLCC	NSIA-LUTH Cancer Centre
NPHCDA	National Primary Health Care Development Agency
NPOM	National Productivity Order of Merit
NSIA	Nigeria Sovereign Investment Authority
NURTW	National Union of Road Transport Workers
OECD	Organisation for Economic Co-operation and Development
PCN	Pharmacy Council of Nigeria
PHC	primary health care
PMTCT	Prevention-of-Mother-to-Child Transmission
PPPs	public-private partnerships
PSHAN	Private Sector Health Alliance of Nigeria
R&D	Research and development
RMNCAEH+N	Reproductive, Material, Newborn, Child, Adolescent and Elderly Health plus Nutrition
SMEs	small and medium-sized enterprises
TBAs	traditional birth attendants
TPG	The Pharmacy Group
UHC	universal health coverage
UN	United Nations
USAID	U.S. Agency for International Development
VP	Vice President
WAHO	West African Health Organization
WARDC	Women Advocates Research and Documentation Centre
WHO	World Health Organization

The **Private Sector** as a **Catalyst** for a **Resilient Health System**
 FUTURE OF HEALTH CONFERENCE 2023 REPORT

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CEPI



MSD
for Mothers

BILL &
MELINDA
GATES
foundation

Pharm+Access



MSI
NIGERIA

REPRODUCTIVE
CHOICES

SCIDaR

SOLINA CENTRE FOR INTERNATIONAL
DEVELOPMENT AND RESEARCH



POLICY
INNOVATION
CENTRE



TY DANJUMA
FOUNDATION



Private Sector
Health Alliance of
Nigeria



MacArthur
Foundation



ECEWS

...Improving Education and Health in Nigeria



CLINTON
HEALTH ACCESS
INITIATIVE



Healthcare Federation
of Nigeria

riders 

Riders for Health



SYDANI GROUP

acioe
ASSOCIATES

GUEST SPEAKERS



Nigeria's Coordinating Minister of Health and Social Welfare, **Prof. Muhammad Ali Pate**, is a global health expert. He led Nigeria's health

transformation as Minister of State for Health. He also chaired the Presidential Task Force on Polio Eradication and pioneered the 'Save One Million Lives' initiative. The healthcare reformer's career includes leadership at the National Primary Health Care Development Agency (NPHCDA) and qualifications in medicine, infectious diseases, and health management.



Dr. Salma Anas Ibrahim, a seasoned public health physician with 30+ years of experience. She is an FMCPH and MWACPH Fellow. The Special Adviser

on Health to the President of the Federal Republic of Nigeria, has been a driving force in the country's healthcare, pioneering HIV/AIDS and PMTCT programmes. Her expertise in health systems strengthening, PHC, and RMNCAEH+N has made her a vital member of governing boards in the medical field.



Prof. Akin Abayomi, is an eminent specialist in internal medicine, haematology-oncology, and biosecurity. He is a

fellow of prestigious medical colleges. The Commissioner for Health, Lagos State excels in battling infectious diseases and improving African diagnostics. With a global presence, Prof. Abayomi founded the Global Emerging Pathogen Consortium during the Ebola crisis. The honorary professor at the University of the West Indies and consultant to WAHO, is a recipient of the NPOM Award.



Dr. Amit N. Thakker, a pioneer in merging the private sector with African healthcare, drives public-private partnerships for better health. As the executive chairman of Africa

Health Business, he champions accessible, quality healthcare. With accolades like 'Best Male Entrepreneur' and 'Best CEO,' his impact is unmistakable.

FIRESIDE CHAT DISCUSSANTS



Kate Kelland, a distinguished global health correspondent, serves as the chief scientific writer at the Coalition for Epidemic Preparedness Innovations (CEPI). With 30 years of journalism excellence, the powerhouse in health and science reporting has received numerous awards, including the London Foreign Press Association Science Story of the Year and the European Health Prize for Journalists.



Dr. Donald S. Grant, chief physician at Kenema Government Hospital's Lassa ward since 2010, is a Sierra Leone-trained clinician and lecturer at the University of Sierra Leone. The true healthcare multitasker is deeply committed to infectious disease research and community outreach, dispelling Lassa Fever myths and providing diverse medical services.



Prof. Alash'le Abimiku, a 30+ year veteran, is a University of Maryland School of Medicine Professor, IHVN co-founder, and a leader in Laboratory Diagnostics and Research. She discovered Nigeria's unique HIV strain in 1993, established crucial research labs, and enhances regional research and lab capacity. Her expertise spans HIV epidemiology and vaccine development. The London School of Hygiene and Tropical Medicine doctoral grad and African Academy of Science fellow actively advises global scientific groups.

PANEL ONE SPEAKERS



Dr. Tinuola Akinbolagbe, MD/CEO of Private Sector Health Alliance of Nigeria (PSHAN), unites the private sector to boost Nigeria's healthcare and UHC. With two decades of expertise spanning medicine, health services, insurance, ICT, diagnostics, and nonprofits, she's a doyen in health leadership. The medical graduate of the University of Lagos holds public health credentials from the London School of Hygiene and Tropical Medicine.



Dr. Tolulope Adewole, a 20+ year healthcare veteran, excels in clinical practice and leadership. The member of esteemed organisations – like the American

Association of Clinical Chemists – vision catapulted him to pivotal roles at PathCare Nigeria and NSIA Healthcare Development. The chair of multiple boards is a finance-savvy healthcare powerhouse who is renowned for his transformative impact on healthcare solutions.



With 23+ years of experience, **Dr. Jadesola Idowu**, a public health specialist and family physician, holds impressive credentials, including an MPH from

the London School of Hygiene and Tropical Medicine. As AXA HMO's COO, she oversees AXA Mansard Health Nigeria's operations, excelling in diverse healthcare domains.



Dr. Olajide Idris, former Lagos State Health Commissioner, transformed healthcare for 22 million residents. With 30+ years in

medicine, management, and consulting, he led reforms in systems, infrastructure, primary care, and health financing. A Yale MPH graduate, he tackled Ebola and COVID-19. The multi-talented board member also enjoys jazz and golf.

PANEL TWO SPEAKERS

Njide Ndili,

country director for PharmAccess Foundation in Nigeria, shapes healthcare with innovative, data-driven approaches.



Her extensive experience spans the US and Nigeria, providing healthcare consultancy. The Lancet and Financial Times Commission Commissioner, a UN Global Compact Healthcare Expert Group member, and VP of the Healthcare Federation of Nigeria (HFN) is a true healthcare trailblazer.

Dr. Benjamin Anyanwu,

executive medical director of Regions Healthcare in Nigeria, boasts a remarkable medical journey. Triple board-certified in neurology, stroke, and neurocritical care, his expertise extends across the US and Nigeria. An eminent figure in stroke care, he's a philanthropist and healthcare vanguard, leading Regions Healthcare in world-class services.



Ejim Clement Egba,

a visionary leader and medical student at the University of Jos, serves as the President of the Nigerian Medical Students' Association. His dedication to personal growth, leadership, and positive change shines through pioneering initiatives benefiting medical students and Nigerian youth. The accomplished scholarship recipient passionately champions leadership, volunteerism, healthcare, and UHC.



Prof. Cheluchi Onyemelukwe,

a renowned health law expert and managing partner at Health Ethics and Law Consulting, specialises in life sciences, health, and gender. The founder of CHELD, – a health policy issues firm – is a professor at Babcock University. With expertise in health systems, UHC, gender, and child protection, she consults for global organisations. Her Ph.D. in law and her Nigeria LNG Prize for Literature in 2021, highlight her multifaceted impact.



PANEL THREE SPEAKERS

Dr. Chito Nwana,

a Fellow of the American College of Obstetrics and Gynaecology, leads Tabitha Medical Centre in Abuja, Nigeria. As a former Chairman of the Guild of Medical Directors, FCT, and National Vice President III, she champions private-public health sector collaboration. Her work with the Francis & Felicia Umenyi Foundation and the FCT Primary Healthcare Board strengthens primary healthcare, a cornerstone of a robust national healthcare system.



Dr. Nneka Mobisson,

CEO of mDoc, pioneers digital health solutions in sub-Saharan Africa. Her virtual health coaching enterprise promotes healthier lives using behavioural science, tech, and data. With a rich background, including roles at the Institute for Healthcare Improvement and McKinsey & Company, her leadership in healthcare is transformative.



Iyadunni Olubode,

the Director of Nigeria Programmes at MSD for Mothers, is driving innovative solutions to enhance access to quality maternity care. With private sector and nonprofit experience, she excels in programme design and strategic consulting for multilateral organisations. The certified change manager with a strong economic background is a true leader.



Dr. Tokunbo Shitta-Bey,

the CEO/CMD of Duchess International Hospital, Lagos, drives its strategic vision and financial sustainability. As an MRCGP member with degrees from King's College London and Cranfield University, he brings extensive clinical and administrative expertise. His healthcare leadership consultancy, educational role, and diverse interests make him a dynamic leader.



PANEL SESSIONS' MODERATORS

Dr. Kemisola Agbaoye

is the Director of Programmes at Nigeria Health Watch, who manages programme activities and spearheads the Global Advocacy and Prevent Epidemics initiative. Her passion for health policy, advocacy, and communication spans health security, financing, and system enhancement. She is known for building robust networks and shaping health policy.



Ekenem

Isichei, is a global professional, who excels in energy, social development, ICT, FMCG, and health sectors. His expertise in advocacy, digital transformation, government relations, and risk management drives business growth and influences policy in African markets. The influential speaker fosters US-Africa trade and investment relations, elevating investor relations and supply chain collaborations. With academic prowess from top institutions, he's a dynamic force.



Dr. Amaka Momah-Haruna

brings 12+ years of experience in managing large-scale programmes for organisations like USAID, the UN, and the World Bank. Her focus is on safeguarding sexual and reproductive health rights, particularly for vulnerable populations, and enhancing early childhood development. The international development expert serves as a Senior Specialist at the World Bank, holding medical and public health qualifications.



CONFERENCE COMPERES



Wemimo Adewuni is an experienced 12-year media professional. She is a fellow at the Wole Soyinka Centre and a women's rights advocate. She manages media and communications for WARDC, championing women's rights in Nigeria.



Chibuikwe Alagboso is a public health advocate and Senior Programme Manager at Nigeria Health Watch. He mentors global journalists, promoting solutions journalism for policy change.



» Networking - All



» Arrivals and registrations - All

» WELCOME VIDEO INTERLUDE:
About Us - Nigeria Health Watch
by comperes (Chibuikwe Alagboso and Wemimo Adewuni)



» WELCOME REMARKS by **Vivianne Ihekweazu**, Managing Director, Nigeria Health Watch



» VIDEOS FROM PARTNERS:

- Coalition for Epidemic Preparedness Innovations – CEPI
- PharmAccess Nigeria
 - MSI Nigeria Reproductive Choices
 - Policy Innovation Centre – PIC
 - Solina Centre for International Development and Research

Anchored by comperes (Chibuikwe Alagboso and Wemimo Adewuni)



» KEYNOTE ADDRESS by **Prof. Muhammad Ali Pate**
Coordinating Minister for Health and Social Welfare



» OPENING ADDRESS by **Dr. Salma Ibrahim Anas**
Special Advisor to the President-Health, Federal Republic of Nigeria



8:00a.m. – 9:00a.m.

9:00a.m. – 10:00a.m.

10:00a.m. – 10:15a.m.

10:15a.m. – 10:20a.m.

10:20a.m. – 10:25a.m.

10:25a.m. – 10:35a.m.

10:25a.m. – 10:35a.m.

12:30p.m. – 12:45p.m.

12:45p.m. – 1:15p.m.

1:15p.m. – 2:00p.m.

2:00p.m. – 2:15p.m.

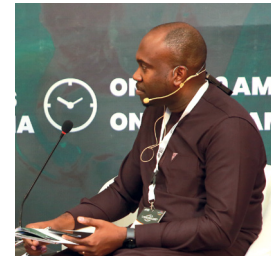
» Q&A Sessions, Live Interactions & Photographs
MODERATOR:
• **Kate Kelland**
Chief Scientific Writer, Coalition for Epidemic Preparedness Innovations (CEPI)



» Coffee/Tea break and Exhibition Interlude • All



» PANEL TWO: **Private Sector Partnerships and Collaboration to Sustain the Diaspora 'Brain Gain'**
MODERATOR:
• **Ekenem Isichei**, CEO, ACIOE Associates
PANELLISTS:
• **Njide Ndili**
Country Director Nigeria, PharmAccess Foundation
• **Dr. Benjamin Anyanwu**
MD/CEO, Regions Stroke and Neuroscience Hospital
• **Ejim Clement Egba**
President, Nigerian Medical Students Association
• **Prof. Cheluchi Onyemelukwe**
Managing Partner, Health Ethics and Law Consulting



» Q&A Sessions, Live Interactions & Photographs
MODERATOR:
• **Ekenem Isichei**
CEO, ACIOE Associates





» OPENING PRESENTATION by **Dr. Olusegun Ogboye**, Permanent Secretary, Lagos State Ministry of Health, representative of **Prof. Akin Abayomi** Commissioner for Health, Lagos State

10:45a.m. – 10:55a.m.

» PANEL ONE:
Private Sector Financing for Health Systems Strengthening to Achieve Universal Health Coverage

MODERATOR:

• **Dr. Kemisola Agbaoye**
 Director of Programmes, Nigeria Health Watch

PANELLISTS:

• **Dr. Tinuola Akinbolagbe**
 MD/CEO, Private Sector Health Alliance of Nigeria

• **Dr. Tolulope Adewole**
 Managing Director, NSIA Advanced Medical Service

• **Dr. Jadesola Idowu**
 Chief Operating Officer, AXA MANSARD Health

• **Dr. Olajide Idris**
 Former Commissioner of Health, Lagos State



10:55a.m. – 11:40a.m.



» FIRESIDE CHAT:
Leveraging the Private Sector for Lassa Vaccine R&D: A Scientific Perspective

MODERATOR:

• **Kate Kelland**
 Chief Scientific Writer, CEPI

DISCUSSANTS:

• **Dr. Donald Grant**
 Chief Physician, Lassa Ward in Kenema Government Hospital, Sierra Leone

• **Prof. Alash'le Abimiku**
 Executive Director, International Research Centre of Excellence, IHVN



» Q&A Sessions, Live Interactions and Photographs

MODERATOR:

• **Dr. Kemisola Agbaoye**
 Director of Programmes, Nigeria Health Watch

11:40a.m. – 11:55a.m.

11:55a.m. – 12:30 p.m.

2:15p.m. – 2:20p.m.



» PRESENTATION:
Scaling Up Public-Private Partnerships for Improved Women's Health by **Dr. Amit N. Thakker** Executive Chairman, Africa Health Business, Kenya

2:20p.m. – 3:05p.m.

» PANEL THREE:
Leveraging the Private Sector for Quality Maternal Healthcare

MODERATOR:

• **Dr. Amaka Momah - Haruna**
 Girl and Women's Empowerment (GWE) Senior Specialist, World Bank Group

PANELLISTS:

• **Dr. Chito Nwana**
 Medical Director, Tabitha Medical Centre

• **Dr. Nneka Mobisson**
 Chief Executive Officer, mDOC

• **Iyadunni Olubode**
 Nigeria Director, MSD for Mothers

• **Dr. Tokunbo Shitta-Bey**
 CEO, Duchess International Hospital



3:05p.m. – 3:20p.m.



» Q&A Sessions, Live Interactions & Photographs

MODERATOR:

• **Dr. Amaka Momah-Haruna**
 Girl and Women's Empowerment (GWE) Senior Specialist, World Bank Group

3:20p.m. – 3:25p.m.

» VIDEO INTERLUDE:
Unveiling the Future of Health Conference 2024 by **Dr. Kemisola Agbaoye** Director of Programmes, Nigeria Health Watch



3:25 p.m. – 3:35 p.m.

» GROUP PHOTOGRAPHS by **Wemimo Adewuni** Comper

3:35 p.m. – 3:40 p.m.

» CLOSING REMARKS by **Dr. Kemisola Agbaoye** Director of Programmes, Nigeria Health Watch

Private sector engagements have significantly enhanced Nigeria's healthcare system, and contributed to increased resilience and improved well-being for the population.

'A very timely conversation'

- Prof. Muhammad Ali Pate, Coordinating Minister for Health and Social Welfare



The Future of Health Conference (FHC) 2023 explored the private sector's pivotal role in building resilient health systems. Esteemed speakers from diverse sectors shared insights and ideas to improve Nigeria's healthcare delivery, financing, and brain drain.

the international migration of skilled Nigerian healthcare workers. The conference discussed opportunities for the diaspora to contribute to reversing the brain drain in Nigeria's health sector.

Our objectives are clear: to curate profound insights into the private sector's role in healthcare, initiate learning by bringing diverse sectors together, and explore opportunities for fruitful public-private partnerships.

VIVIANNE IHEKWEAZU,
MANAGING DIRECTOR,
NIGERIA HEALTH WATCH

With 'The Private Sector as a Catalyst for a Resilient Health' as its theme, the conference highlighted the private sector's commitment to strengthening healthcare systems and achieving universal health coverage (UHC). Experts discussed innovative financing mechanisms, addressing health financing gaps, and presenting a compelling business case

Maternal healthcare was another key topic, with the private sector showcasing its effectiveness in improving maternal healthcare delivery through logistics, supply chains, human resources, and innovations. The conference emphasised the need for collaborations to achieve equitable maternal healthcare for all women and ensure that they are an integral part of UHC.

for private sector investments in health.

FHC 2023 also focused on the fight against brain drain, with the private sector playing a key role in stemming

FHC 2023 united policymakers, private sector stakeholders, healthcare professionals, civil society organisations, academic institutions, and development partners to achieve a healthier Nigeria.

4 GUEST SPEAKERS 

7:32:12 HOURS OF LIVE RECORDING OF FHC 2023 AVAILABLE ON FACEBOOK



12 PANELLISTS 

3 • Fireside Chat Discussants
• Panel Sessions



9 Future of Health Conferences hosted since 2015 

Nigeria holds vast human and material resources, and our health outcomes should reflect that. It's time to align our ambitions with our capabilities to build a healthier, more prosperous future.

PROF. MUHAMMAD ALI PATE, NIGERIA'S COORDINATING MINISTER OF HEALTH AND SOCIAL WELFARE, on a renewed agenda for the health sector in the country



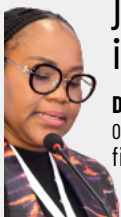
PROF. AKIN ABAYOMI,

HONOURABLE COMMISSIONER FOR HEALTH, LAGOS STATE, on the State's approach towards improving the future of health and leveraging private sector funding and capacity, and improving skills and training:



We have smaller partnerships that enable public-private partnerships in our hospitals.

There must be a business space for the private multi sector, not just the private health sector, to invest in health.



DR. TINUOLA AKINBOLAGBE, MD/CEO, PRIVATE SECTOR HEALTH ALLIANCE OF NIGERIA, on having sub-sector collaborations where the finance sector invests in health just as they do in *Nollywood*



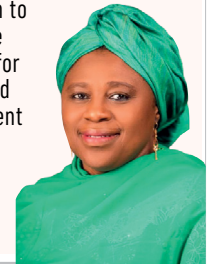
NJIDE NDILI, COUNTRY DIRECTOR NIGERIA, PHARMACCESS FOUNDATION on the mindset of the diasporans who desire to invest in healthcare:

IF YOU ARE GOING TO ATTRACT DIASPORA FUNDING, THEY NEED TO BE SURE THAT WHEN THEY INVEST, THEY ARE ABLE TO GET THEIR MONEY BACK.

The health of Nigerians is a fundamental human right and a matter of national security that requires a resilient health system to ensure the provision and maintenance.

DR. SALMA IBRAHIM ANAS

SPECIAL ADVISOR TO THE PRESIDENT-HEALTH, FEDERAL REPUBLIC OF NIGERIA, on the need for a healthy population to unlock the potential for growth and development



DR. AMIT N. THAKKER, EXECUTIVE CHAIRMAN, AFRICA HEALTH BUSINESS, KENYA, on the need for a national health insurance cover that is effective and will enable more women to have access to health:



WHAT I THINK, WE NEED TO FIX IN NIGERIA, IS THE HEALTH FINANCING AND FUNDING SYSTEM.

DR. JADESOLA IDOWU, COO, AXA MANSARD HEALTH, on how to achieve universal health coverage and give access to Nigeria's population of over 200 million people despite a prevailing doctor to patient ratio of one to over 9,000:

WE MUST BE INNOVATIVE. WE MUST THINK OUTSIDE THE BOX TO FIND WAYS TO REACH THE POPULATION IN THE RURAL AREAS.





WE REALLY MUST CHANGE OUR MINDSET.

PROF. ALASH'LE ABIMIKU, EXECUTIVE DIRECTOR, INTERNATIONAL RESEARCH CENTRE OF EXCELLENCE, IHVN, on stopping the practice of segregating the private sector in order to achieve true partnerships that go beyond the perennial need for money or equipment by the public sector

CREATE THE ROOM TO ALLOW US TO OPERATE WITHIN THE SYSTEM WHILE RENDERING SERVICES AND IMPROVING HEALTHCARE AS WELL.



DR. BENJAMIN ANYANWU, MD/CEO, REGIONS STROKE AND NEUROSCIENCE HOSPITAL, urging government to create an enabling environment to allay the fears of diasporans and enable them to return



DR. CHITO NWANA CMD, TABITHA MEDICAL CENTRE, on managing patients and preventing poor outcomes:

ONE OF THE MAIN REASONS WHY WE STILL HAVE HIGH MATERNAL DEATHS IS BECAUSE OF LACK OF ACCESS TO SKILLED PROVIDERS.

There is a big market for effective Lassa fever vaccine.



KATE KELLAND, CHIEF SCIENTIFIC WRITER, CEPI, on the millions of people that will benefit from the vaccine as it will help to control the spread of the disease in countries where it is endemic

Healthcare is serious business, it is not a talk shop. We should get together to engage.



DR. OLAJIDE IDRIS, FORMER COMMISSIONER OF HEALTH, LAGOS STATE, on how the private sector, was brought to the table in order to improve health outcomes in the state:

We said 'free health' and people were laughing at us then. But the idea was, getting some other sources of funds for the health sector.

If you are in the advocacy space, in the healthcare space, you need to think differently.

EKENEM ISICHEI, CHIEF EXECUTIVE OFFICER, ACIO ASSOCIATES, on how to leverage on the skill gap that exists as a result of 'brain drain'



DR. TOKUNBO SHITTA-BEY CEO, DUCHESS INTERNATIONAL HOSPITAL, making a case for pooling resources and defining what public-private sector partnerships should look like



IYADUNNI OLUBODE NIGERIA DIRECTOR, MSD FOR MOTHERS, on how research shows, that by offering to women who do not desire to have children, quality contraceptive services, maternal deaths could be mitigated significantly:

I DID NOT KNOW, UNTIL I JOINED MSD FOR MOTHERS, THAT YOU CAN PREVENT UP TO A THIRD OF MATERNAL DEATHS. A THIRD!

OPENING ADDRESS

'Strategic partnership between public and private sector would improve the health sector'

Dr. Salma Ibrahim Anas, SA to the President-Health

NATIONAL PROSPERITY AND HEALTH

A healthy population is linked to national prosperity, making a resilient health system vital.

EXISTING IN HEALTHCARE CHALLENGE

Challenges, such as maternal mortality exist. This underscores the urgency for action and private sector involvement.

HEALTH AS A HUMAN RIGHT

Health is a fundamental human right and national security issue, demanding a resilient health system.

NEED FOR DRASTIC REFORMS

Significant healthcare reforms are needed to deliver quality healthcare and support the conference theme.

VITAL PARTNERSHIPS FOR RESILIENCE

Partnerships, collaboration, and collective responsibility are important for strengthening and building a resilient health system.

A CASE FOR SUSTAINABLE HEALTH FINANCING

There is a need for sustainable and increased health financing, with the private sector playing a crucial role.

QUALITY HEALTHCARE DELIVERY

Improving healthcare delivery, especially at the primary level, would align with the private sector's role in enhancing standards.

LOCAL MANUFACTURING AND VACCINES

Local medical commodity and vaccine production needs to be encouraged, illustrating private sector potential for healthcare innovation.

PUBLIC HEALTH PREPAREDNESS

There is a need to enhance public health response systems as these are vital in the face of various challenges.

HUMAN RESOURCES FOR HEALTH

Challenges exist in the health sector workforce and the private sector's role in training and retention.

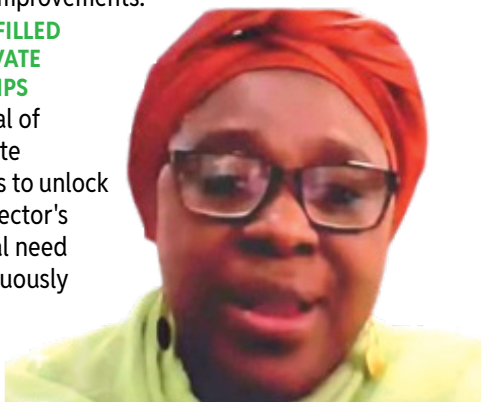
INFORMATION AND RESEARCH

Data, technology, and research are important for healthcare improvements.

POTENTIAL-FILLED

PUBLIC-PRIVATE PARTNERSHIPS

The potential of public-private partnerships to unlock the health sector's full potential need to be continuously highlighted.



KEYNOTE ADDRESS

'We have a mandate to drive a transformation in health care'

Prof. Muhammad Ali Pate, Coordinating Minister for Health and Social Welfare

EVOLVING HEALTH LANDSCAPE

Nigeria is experiencing an epidemiological shift with a rising burden of non-communicable diseases, necessitating healthcare system adaptation.

POPULATION DYNAMICS

Nigeria's growing youthful population underscores the need for a resilient health system to harness its potential for productivity and economic development.

GOVERNMENT MANDATE FOR TRANSFORMATION

The President's mandate for healthcare sector transformation aligns with the conference's theme, emphasising the urgency for private sector involvement.

A FOUR-POINT ARTICULATED HEALTH AGENDA

Improving health governance, delivering essential services, unlocking the healthcare value chain, and addressing health security - with direct relevance to the private sector's role in enhancing healthcare resilience - make up the four-pillars of health to deliver on the renewed hope mandate for the health in Nigeria.

HEALTH FINANCING

Private capital and strong third-party payers are crucial for healthcare affordability and sustainability.

VALUE CHAIN OPPORTUNITIES

Recognising the health sector's value chain highlights the private sector's role in domesticating production, especially of pharmaceuticals and medical devices.

HEALTH SECURITY AND ECONOMIC IMPACT

Health security is essential for economic and national security, particularly in the context of the COVID-19 pandemic, emphasising the private sector's preparedness for health-related crises.

PUBLIC-PRIVATE COLLABORATION

Collaboration between the public and private sectors is crucial, given their complementary value propositions.

OPENING PRESENTATION

'Right policies will increase the ease of doing business for the private sector'

Prof. Akin Abayomi, Commissioner for Health, Lagos State

REBUILDING TRUST

Rebuilding trust is essential between the government and the private sector to establish an effective and respectful partnership.

SHARED RESPONSIBILITY

Recognising shared responsibility is key. The government focuses on health policy, regulation, and inclusion, while the private sector contributes funding, expertise, and business acumen.

ECONOMIC POTENTIAL OF HEALTH

Both public and private sectors view health differently – as a social service and an economic opportunity. Collaborative efforts are crucial to harness their distinct perspectives and potential synergies.

ROLE OF PRIVATE SECTOR

The private sector's role extends beyond finances to skills, entrepreneurship, and production capabilities, essential for healthcare sector growth.

LESSONS FROM PUBLIC-PRIVATE PARTNERSHIP

Lessons from existing PPP initiatives highlight the need for central planning, early private sector involvement, strong regulation, and clear communication.

POLICY FACTORS FOR INCLUSION

Financial commitment, mandatory health insurance, and strategic purchasing policies create a favourable environment for private sector involvement.

ACCESS TO FINANCE FOR PRIMARY HEALTHCARE

Access to finance strengthens primary healthcare centres, offering opportunities for private sector collaboration in infrastructure development.

COMMITMENT TO EQUITY AND SOLIDARITY

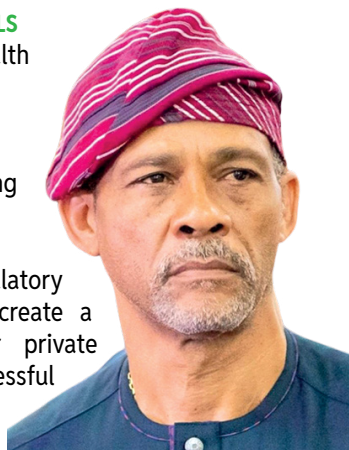
Commitment to equity and solidarity, including subsidies for social safety nets, ensures healthcare accessibility regardless of financial capacity.

CONSOLIDATION OF RISK POOLS

Consolidated risk pools in health insurance schemes prevent adverse selection, underlining the importance of well-structured healthcare financing mechanisms.

POLICY ENVIRONMENT

Government policies and regulatory oversight are essential to create a conducive environment for private sector involvement and successful public-private partnerships.



» IN PLACE... NIGERIA'S 4-POINT HEALTH AGENDA STRIPPED OF TECHNICAL JARGON AND BUZZWORDS

1

STRONGER COMMUNITIES

- Making sure everyone gets the vaccinations they need.
- Helping mums and babies stay healthy.
- Training more doctors, nurses, and other healthcare workers.
- Finding more money to pay for healthcare.
- Expanding health insurance coverage.



2

BETTER HEALTHCARE FOR EVERYONE

- Improving how Nigerian government, hospitals, and doctors work together.
- Bringing together companies, charities, and people to make healthcare better.
- Making sure leaders take responsibility for their decisions.
- Creating rules that protect patients and ensure high-quality care.



PROTECTING OUR FUTURE

- Making sure Nigeria is ready for health emergencies.
- Helping businesses stay strong during a health crisis.
- Getting everyone involved in keeping Nigeria healthy.



4

HELPING OURSELVES

- Supporting local companies that make medicine and medical devices.
- Encouraging the development of new drugs and treatments.
- Bringing together government officials, businesses, and experts to solve problems.



» BEING SET UP...

STATE HEALTH INFORMATION PLATFORM (SHIP)

- The health information exchange system, which is set to strengthen digital health in Lagos, will be largely driven by the private sector.



IMAGE: FREEMIX

Private Sector Financing for Health Systems Strengthening to Achieve Universal Health Coverage

Akinbolagbe: 'We help to bridge trust gap between the private and the public sector'

Dr. Tinuola Akinbolagbe, MD/CEO, PSHAN

MISSION OF PSHAN

The Private Sector Health Alliance of Nigeria (PSHAN) mobilises resources and capabilities to improve Nigeria's healthcare system, complementing government efforts.

IDENTIFYING HEALTHCARE CHALLENGES

PSHAN identifies healthcare challenges in primary health care, immunisation, and maternal mortality, and collaborates with public and private sectors to address them.

COLLABORATIVE APPROACH

PSHAN serves as a platform for convening and mobilising the private sector to bridge the trust gap between the public and private sectors - to reinforce collaboration for healthcare transformation.

VALUE CHAIN TRANSFORMATION

PSHAN actively seeks opportunities to enhance the healthcare value chain in Nigeria by engaging government, civil society, and the media to support healthcare investments.

BUILDING A BUSINESS CASE

PSHAN is advocating for multi-sector private investments in healthcare by educating stakeholders about the potential for mid and long-term investments, despite perceived short-term challenges.

PUBLIC-PRIVATE PARTNERSHIP

PSHAN envisions a collaborative partnership between the public and private sectors, similar to the UK's NHS model, where both play vital roles in delivering accessible healthcare to all Nigerians.

MARRIAGE COLLABORATION

A hypothetical marriage collaboration between the public and private sectors is necessary to achieve UHC, illustrating their interdependence in delivering accessible healthcare to all Nigerians.

UNIVERSAL HEALTH CARE GOAL

PSHAN is committed to working with the public sector towards achieving accessible UHC for all Nigerians.

»» DONE...

PSHAN'S HEALTH SECTOR STRIDES

NIGERIA HEALTHCARE QUALITY INITIATIVE
- aims to improve the quality of healthcare services.

ALLIANCE FOR EPIDEMIC PREPAREDNESS - focuses on preparing and responding to health epidemics.

SUPPLY CHAIN TRANSFORMATION in the healthcare sector.

MALARIA-TO-ZERO INITIATIVE
- a collaboration with Access Bank to reduce or eliminate malaria cases in Nigeria.

ADFIN NUTRITION SPONSORSHIP
- a collaboration with the Aliko Dangote Foundation to sponsor nutrition in north-central and northwestern Nigeria.

NIGERIA HEALTH INNOVATION MARKETPLACE (NHIM)
- incorporated to promote innovation in the healthcare sector.



Idowu: 'Innovation will drive universal health coverage'

Dr. Jadesola Idowu, Chief Operating Officer, AXA MANSARD Health

HEALTHCARE INNOVATION

Healthcare innovation is essential for achieving UHC. It should focus on empowering individuals and ensuring quality care is accessible to all, going beyond just technology.

CHALLENGES IN HEALTHCARE

Nigeria faces significant healthcare challenges, including a low doctor-to-patient ratio, healthcare personnel emigration, and limited access to healthcare in rural areas.

ROLE OF THE PRIVATE SECTOR

The private sector plays a crucial role in addressing healthcare challenges and improving health indicators. It can provide innovation and financial support to enhance healthcare delivery.

FINANCIAL COMMITMENT

Nigeria allocates less than 15 per cent of its budget to healthcare. Financial commitment is critical for healthcare funding and programmes like immunisation.

NEED FOR FUNDING

Due to the low budget allocation for healthcare in Nigeria, additional »»



» IN PLACE...

450
 affordable monthly malaria insurance product from AXA MANSARD HEALTH

12,000
 access expanding retail health insurance *EasyCare* plan that offers six months of healthcare coverage from AXA MANSARD HEALTH

» IN PLACE...

3 DEMONSTRATION CANCER PROJECTS FROM NSIA

- NSIA Cancer Centre (NLCC), Lagos
- Marcelle Ruth Cancer Centre, Lagos
- Asi Ukpo Cancer Centre, Calabar



«

funding is essential. Political will and increased financial support are necessary to improve healthcare in the country.

IMPACT OF ECONOMIC FACTORS

Economic factors, such as fuel price increases and reduced disposable income, affect people's ability to afford basic healthcare and nutrition, contributing to healthcare access and affordability challenges.

INNOVATIVE SOLUTIONS

AXA MANSARD's initiatives aim to make healthcare more accessible and affordable, especially for the informal sector. These innovative solutions and micro-insurance plans target those in the informal sector.

MALARIA INSURANCE INITIATIVE

AXA MANSARD's Malaria insurance product is a practical example of addressing a common health issue in Nigeria. It covers diagnosis, drug delivery, tele-medicine follow-up, and costs only N450 per month.

IMPORTANCE OF EQUITY

Effective enforcement of the Abuja Declaration and the National Health Insurance Act (NHIA) requires equity. Reducing out-of-pocket payments and providing access to health insurance are crucial for achieving UHC.

AXA MANSARD'S ROLE

AXA MANSARD is committed to providing innovative solutions and is involved in various aspects of healthcare, including insurance and investment.

» IN NUMBERS...

NIGERIA'S HEALTH RESILIENCE CHALLENGES

1:9



NIGERIA'S DOCTOR TO PATIENT RATIO

This shortage strains the healthcare system, affecting both quality and accessibility of care.

5.75%

NIGERIA'S 2023 HEALTHCARE BUDGET ALLOCATION

This falls short of the 2001 Abuja Declaration's recommendation of 15% by over 9%, highlighting the ongoing struggle to secure sufficient funds for healthcare.

53 YEARS FOR MEN **55 YEARS FOR WOMEN**

NIGERIA'S LIFE EXPECTANCY

High mortality rates and inadequate healthcare services likely contribute to these lower life expectancies in the country.

Adewale: 'We can contribute to liberalising aspects to care'

Dr. Tolulope Adewale, Managing Director, NSIA Advanced Medical Services Limited

A COLLECTIVE COMMITMENT

The Nigeria Sovereign Investment Authority (NSIA)'s unique ownership structure reflects a collective commitment to improving healthcare, with ownership shared among the federal government, 36 states, 774 local governments, and the FCT.

NSIA HEALTHCARE INVESTMENT

NSIA has a subsidiary dedicated to healthcare investments, reflecting the government's commitment to the sector. NSIA collaborates with both public and private sectors on healthcare initiatives, focusing on cardiology, orthopedics, and oncology.

PUBLIC-PRIVATE COLLABORATION

NSIA collaborates with both the public and private sectors on healthcare initiatives, partnering with Evacare, TPG, Emzor Pharmaceuticals, and others to bridge gaps in healthcare delivery.

KEY INVESTMENTS

NSIA has established diagnostics centres in Kano and Umuahia, invested in medical manufacturing, and introduced a company to facilitate private sector investment in medical equipment. The NSIA-LUTH Cancer Centre (NLCC) has had a significant impact, serving around 10,000 patients since 2019 and catalysing the establishment of more cancer centres in the country.

IMPACT OF NSIA

NSIA's efforts have increased access to care, offering life-saving treatments to thousands of patients, with positive effects on foreign exchange and healthcare cost savings. The initiatives also include training and capacity building, such as the Oncologist Summit, to retain local talent and elevate healthcare standards.





PIONEERED...

**MANDATORY
HEALTH
INSURANCE**

Lagos State pioneered mandatory insurance to enhance coverage.

The comprehensive insurance scheme involved both the public and private sectors.

Idris: 'If we do not get governance right, nothing is going to move'

Dr. Olajide Idris, former Commissioner of Health, Lagos State

HEALTHCARE SYSTEM TRANSFORMATION

A healthcare system transformation is essential as the public sector alone cannot effectively address healthcare needs. Learning from past experiences and continuous improvement are crucial.

RESOURCE MOBILISATION AND FINANCING

Resource mobilisation, especially through private sector partnerships, is vital. Exploring various funding avenues, including the concept of free health services, is essential to secure additional funding sources for the sector.

PUBLIC-PRIVATE PARTNERSHIPS (PPPs)

Successful PPP initiatives in Lagos State, involving the private sector in pharmacy, drug supply, and mortuary facilities, have improved service delivery and efficiency. Further private sector participation is encouraged.

INFRASTRUCTURE DEVELOPMENT

Involving the private sector in infrastructure development, such as constructing healthcare facilities and diagnostic/treatment centres, has proven highly beneficial.

INSURANCE SCHEMES

Mandatory health insurance schemes, pioneered by Lagos State, require participation from both the public and private sectors to ensure comprehensive coverage for the entire population.

COLLABORATIVE PREVENTION INITIATIVES

Private sector involvement in providing essential resources for programmes like malaria control, including chemicals for indoor residual spraying, has been highly effective.

CULTURE CHANGE IN THE CIVIL SERVICE

Addressing resistance to private sector involvement within the civil service requires a change in culture. Consistent efforts and cultural transformation are essential for successful partnerships.

GOOD GOVERNANCE AND ENABLING ENVIRONMENT

Governance is critical in creating an environment conducive to private sector participation in healthcare. This includes upholding contracts and ensuring that regulations and legislation support private sector involvement.

OVERALL PROGRESS

Nigeria is moving in the right direction. Embracing public-private partnerships and good governance will enable the country to improve its healthcare system and work toward achieving UHC.



Our fiscal space is small, resources are finite. It's important to demonstrate the use of the resources that we do have and to use private sector resources to plug the gap that exists.

Dr. Kemisola Agbaoye
Director of Programmes,
Nigeria Health Watch





» FUNDING...

\$100 MILLION

Provided by Nigeria Sovereign Investment Authority (NSIA) via the Excess Crude Account during the COVID-19 pandemic.



Shifting culture and building trust

Dr. Tinuola Akinbolagbe:

- Recognise healthcare as an income generator.
- Foster voluntary PPP collaborations.
- Demonstrate capabilities to build trust.

Inspiring federal investments in health

Dr. Jadesola Idowu:

- Create an enabling environment with proper policies.
- Implement innovative financing solutions.
- Collaborate with banks and telecoms for financing options.
- Regulate NHIA and enforce mandatory health insurance.

Transforming civil service for private sector involvement

Dr. Olajide Idris:

- Create an enabling environment with appropriate policies.
- Implement clear governance, regulations, and legislation.
- Advocate and educate for private sector involvement.

Local governments' involvement

Dr. Tolulope Adewale:

- Secure direct federal healthcare funding for local levels.
- Utilise the Excess Crude Account for local healthcare initiatives.
- Foster ownership among local authorities through linked funding.
- Employ a diversified funding approach from various funds.
- Highlight NSIA's rapid emergency response such as during COVID-19.

Reaching the informal sector with healthcare services

Dr. Jadesola Idowu:

- Extend healthcare services to the informal sector for universal coverage.
- Collaborate with local stakeholders like TBAs for training and improvement.
- Partner with organisations like NURTW for education and training, and establish healthcare facilities.

Advocating for the 15% commitment under the Abuja Declaration

Dr. Olajide Idris:

- Highlight the economic significance of health as an industry.
- Use health accounts to showcase current spending and private sector contributions.



INVESTING IN HEALTHCARE INFRASTRUCTURE

Private sector investment in healthcare infrastructure expands access to quality services.

PUBLIC-PRIVATE COLLABORATION

Collaborative efforts between the public and private sectors are vital for UHC. The private sector complements government initiatives and fills healthcare service gaps.

SIGNIFICANCE OF UHC

Achieving UHC is crucial for equitable healthcare access in Nigeria. The private sector acknowledges its role in strengthening the health system and advancing UHC.

PHARMACEUTICAL SUPPLY CHAIN

The private sector can contribute significantly to developing a robust pharmaceutical supply chain, vital for consistent medicine access.

HEALTH INSURANCE SCHEMES

Private sector organisations can create or support health insurance schemes, ensuring affordable and accessible healthcare.

COMMUNITY ENGAGEMENT

Tailoring services to community needs through engagement is crucial. Private sector organisations must align their services with local preferences.

HEALTH WORKFORCE DEVELOPMENT

Private sector participation in health workforce training programmes can address the shortage of skilled healthcare workers.



- **Increase** private sector healthcare investment.
- **Develop** innovative health insurance solutions.
- **Enhance** pharmaceutical supply chain management.
- **Collaborate** with communities to shape healthcare services.
- **Invest** in training and retaining healthcare workers.



Leveraging the Private Sector for Lassa Vaccine R&D: A Scientific Perspective



Kelland: 'Millions of people could benefit from the protection of a vaccine'

Kate Kelland, Chief Scientific Writer, Coalition for Epidemic Preparedness Innovations (CEPI) and moderator of the fireside chat :

- Highlighted the importance of addressing Lassa fever, a significant and growing threat in Nigeria and West Africa.
- Emphasised the lack of a vaccine and cure for the disease.
- Introduced the discussion about scientific progress, private sector involvement, and the potential licensing of a Lassa fever vaccine.

»» ON COURSE...

MULTIPLE LASSA FEVER VACCINE CANDIDATES



Multiple Lassa Fever vaccine candidates are in development, with support from Coalition for Epidemic Preparedness Innovations (CEPI) and European & Developing Countries Clinical Trials Partnership (EDCTP)

»» IN DISCUSSION...

REGIONAL VACCINE PRODUCTION HUBS



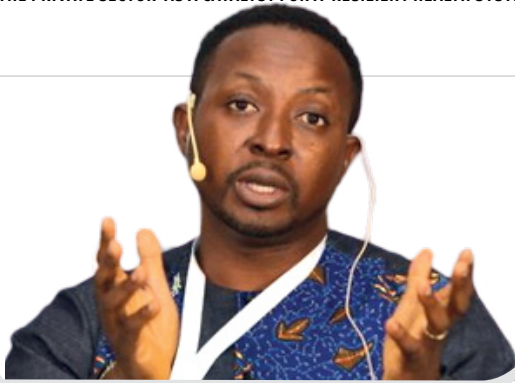
Discussions on vaccine production hubs in West Africa, particularly in Nigeria and Senegal are on - to contribute to combating Lassa Fever in West Africa

Abimiku: 'There is no reason why Nigeria shouldn't be producing its own vaccines'

Prof. Alash'le Abimiku, Executive Director, International Research Centre of Excellence, Institute of Human Virology Nigeria (IHVN):

- Stressed the ongoing Lassa epidemic's significant impact on West Africa, emphasizing its importance for the continent.
- Acknowledged the progress made in understanding Lassa Fever's epidemiology and the potential for vaccine development.
- Commended collaborative epidemiological work across West Africa and the support of organisations like the CEPI in funding vaccine development.
- Pointed out that multiple vaccine candidates show promise in terms of safety and immune responses, but larger trials are needed for efficacy.
- Advocated for a holistic approach, where the private sector is engaged throughout the entire research and development process.
- Emphasised that the private sector brings not only funding but also technical capabilities, intellectual expertise, and manufacturing support.
- Encouraged public-private partnerships as essential for addressing epidemics and pandemics effectively.
- Noted that the private sector's involvement should not be limited to providing money or equipment but should include intellectual engagement and collaboration.
- Addressed the importance and need to create a business plan and a strong business case for private sector involvement.
- Highlighted the potential market for Lassa Fever vaccines and how the private sector can contribute to vaccine development.
- Underlined the importance of private sector participation from the initial stages of vaccine development and research.





Grant: 'Lassa Fever is a neglected stepchild with a dead father'

Dr. Donald Grant, Chief Physician, Lassa Ward in Kenema Government Hospital, Sierra Leone:

- Highlighted his extensive experience in managing Lassa fever and the challenges it posed.
- Expressed the urgency to address Lassa fever due to its high mortality rate and spreading to new countries.
- Emphasised the need for expanding testing and diagnostics, especially at the point of care, and the importance of a multifaceted approach.
- Called for the private sector's involvement in supporting diagnostics, vaccine production, and distribution.
- Suggested applying lessons learned from the COVID-19 response, such as scaling up testing and vaccination, to combat Lassa fever.
- Discussed the critical role of the private sector in supporting various stages of research, production, and distribution.
- Advocated for private sector involvement in discussions about vaccine production and distribution.
- Called for the private sector to be part of the solution from the beginning and throughout the entire process, not just at the end.
- Explained that Lassa fever served as a template for understanding the development and impact of vaccines.
- Highlighted the immediate impact of vaccines for diseases like Lassa fever, in contrast to waiting for outbreaks.
- Suggested that other diseases in the same viral family could benefit from the lessons learned through the development of a Lassa fever vaccine.
- Discussed the potential for Nigeria to become a regional champion in vaccine production, given its large population and human resources.
- Emphasised the significance of regional vaccine production hubs in West Africa for better combating Lassa fever and other diseases.
- Encouraged knowledge sharing between countries and the establishment of more regional vaccine production centres.

From Prof. Alash'le Abimiku:

- The Lassa epidemic in West Africa demands collaborative efforts.
- Multiple vaccine candidates show promise but need larger trials for efficacy.
- The private sector plays a crucial role in Lassa fever vaccine development throughout the research process, not just in funding.

From Dr. Donald Grant:

- Lassa fever poses significant challenges with high mortality and geographical spread.
- Expanding testing, especially at the point of care, is crucial.
- The private sector can support diagnostics, vaccine production, and distribution.
- Lessons from COVID-19, such as scaling up testing and vaccination, are relevant to Lassa fever.
- Private sector engagement should cover the entire research and development process.
- Lassa fever can serve as a template for vaccine development and impact assessment.
- Establishing regional vaccine production hubs in West Africa and knowledge sharing are vital for tackling similar diseases.



- Lassa fever is a rising threat in Nigeria and West Africa that requires private sector engagement in vaccine development.
- Scientific progress has enhanced people's understanding of Lassa fever and its potential vaccines.
- Collaboration and research across West Africa are essential for combating the disease and testing the vaccine candidates.

• **Engage** the private sector in Lassa fever research and vaccine development.



• **Apply** lessons from the COVID-19 response to enhance Lassa fever control.

• **Collaborate** to create a strong business plan and present a compelling case for private sector involvement.

• **Establish** regional vaccine production centres and encourage knowledge sharing across West Africa.

PANEL TWO

Private Sector Partnerships and Collaboration to Sustain the Diaspora 'Brain Gain'



Isichei: 'We have a problem'

In the introduction to Panel Two, **Ekenem Isichei**, CEO of ACIOE Associates, highlighted the shortage of medical professionals due to 'brain drain' and illustrated the challenges caused by their departure.

BRAIN DRAIN

Many skilled Nigerians, including doctors and nurses, are leaving the country, causing a significant skill gap.

QUALITY OF HEALTHCARE

The shortage of medical professionals raises concerns about healthcare quality and emergency response in Nigeria.

ADDRESSING BRAIN DRAIN

There is a need to engage the diaspora in contributing to Nigeria's development, whether by returning or collaborating remotely.

KEY QUESTIONS

How can Nigeria attract skilled individuals back and leverage their expertise for the country's benefit?

IMPORTANCE OF PARTNERSHIPS

Innovative approaches to bridge the skill gap and improve various sectors in Nigeria are needed.

Ndili: 'You cannot scale and sustain if you don't involve the government'

Njide Ndili, Country Director Nigeria, PharmAccess Foundation



COMPLEX HEALTHCARE ECOSYSTEM

Understanding the complexity of the healthcare ecosystem is vital for effective interventions.

PRIVATE SECTOR INNOVATION

The private sector brings new ideas, funding, and change to healthcare system.

PRIVATE-TO-PUBLIC TRANSITION

Collaboration between private sector and government needed to scale and sustain healthcare improvements.

DIASPORA INVOLVEMENT

Diaspora can contribute to Nigeria's healthcare sector, but need guidance and opportunities.

HEALTH MARKET STUDY

Undertaken by PharmAccess, the survey identifies areas for potential investment and development by diaspora.

PUBLIC-PRIVATE INTEGRATION

Comprehensive healthcare system requires advocacy and engagement with government.

GOVERNMENT

CHALLENGES

Government officials often absent from private sector discussions. Active participation needed for real change.

REGULATORY COLLABORATION

Private sector and regulatory

bodies must work together to create enabling environment for investment.

ACCESS TO FINANCE

Initiatives like Medical Credit Fund (MCF) provide funding for healthcare sector growth, especially to SMEs. Diaspora can contribute and support such initiatives.

FRANCHISE MODEL

The private sector takeover of primary healthcare centres as franchise-like model has success stories. This approach has shown positive outcomes, reducing maternal mortality.

HEALTH CONNECT AND HEALTH REMIT

These platforms channel funds directly into health insurance programmes. They prevent diversion of resources to other expenses.

TECHNOLOGY'S ROLE

Technology, including mobile solutions, aggregates healthcare funding and improves access to care.

QUALITY-BASED REIMBURSEMENT

Lagos pays providers more for higher-quality care. This approach incentivises healthcare improvement quality.

» AVAILABLE...

HEALTH MARKET STUDY REPORT

Conducted by PharmAccess to identify opportunities for diasporans and other potential investors in the healthcare sector.



» IN PLACE...

\$40 million

MEDICAL CREDIT FUND

A catalytic funding that supports the growth of the healthcare sector by investing in SMEs.

» IN PLACE...

HEALTH CONNECT & HEALTH REMIT APPS

HealthConnect app is for direct health insurance programmes' medical bill payments by diasporans while Health Remit has modified modalities to support health insurance in Nigeria.



» UNDERWAY...

2023 iAFRICA HEALTHCARE INNOVATION CHALLENGE

Launched in search of disruptive technologies that will power Africa's healthcare future. Students are encouraged to identify health-related problems in their communities and proffer solutions, with grants awarded to execute the best ideas.



Egba: 'We can convert the brain drain into brain gain'

Ejim Clement Egba President, Nigerian Medical Students Association (NiMSA)

RECOGNITION OF THE ROLE OF MEDICAL STUDENTS

Medical students want to stay and contribute in Nigeria.

OPPORTUNITIES IN THE PRIVATE SECTOR

Private sector healthcare has untapped potential. Investors need confidence.

INVESTOR CONFIDENCE

Investors look for returns. A conducive environment is essential to attract private investment.

INTRA-SECTORAL COLLABORATION

Collaboration within the private sector is crucial. Players with complementary expertise should work together to solve healthcare challenges.

STIMULATING RESEARCH CULTURE

NiMSA encourages research among medical students. This has the potential to help them stay and contribute to the healthcare system.

HEALTH INNOVATION CHALLENGE

A health innovation challenge is underway to identify and solve local healthcare problems. It encourages students to think innovatively.

CHALLENGES FACED BY MEDICAL STUDENTS

Financial challenges due to increased school fees can discourage medical students from staying in Nigeria.

CALL FOR SUPPORT

Well-meaning Nigerians and corporate bodies should support medical students. Financial assistance can encourage them to stay and contribute to the healthcare sector.



Anyanwu: 'Government should create an enabling environment to help people to stay'

Dr. Benjamin Anyanwu, MD/CEO, Regions Stroke and NeuroScience Hospital

OPPORTUNITIES FOR DIASPORA EXPERTISE

There are opportunities to bring back expertise to Nigeria - to contribute to the Nigerian healthcare system

CREATION OF AN ENABLING ENVIRONMENT

It is important to create an enabling environment for both diaspora-trained doctors and those who have returned to Nigeria. This includes soft landing initiatives, financial support, and collaboration opportunities.

COLLABORATION WITH DIASPORA AND LOCAL DOCTORS

Collaborations between diaspora-trained doctors and local doctors have resulted in the establishment of specialised medical services, such as epilepsy clinics, aneurysm treatment, and open-heart surgery.

TELEMEDICINE AND TECHNOLOGY

The effective use of telemedicine to connect with specialists abroad, has expanded the range of services offered in Nigeria. It has enabled consultations and treatments that were not previously available locally.

INCENTIVES FOR RETURNING PROFESSIONALS

Government could provide incentives, such as tax breaks, to encourage diaspora-trained professionals to return to Nigeria. Tax policies that acknowledge the unique circumstances of individuals who have worked abroad for many years could attract them to contribute to the healthcare system in Nigeria.

MANDATING PUBLIC HOSPITALS FOR COLLABORATION

There is the need for the government to mandate public hospitals to engage in PPPs and collaborate with diaspora-trained doctors. This would help facilitate their involvement in the healthcare system.

REDUCING MEDICAL TOURISM

Creating specialised healthcare services can stem the tide of medical tourism and retain much needed foreign exchange within the country.

LOCAL COLLABORATIONS

Collaborations should not be limited to diaspora professionals but also partnerships with local doctors and healthcare institutions. This will foster a sense of unity and knowledge sharing.



» ONGOING...

HEALTHCARE WORKER MIGRATION POLICY

As revealed by Prof. Prof. Cheluchi Onyemelukwe - a framework around managing the migration of Nigerian health care workers, similar to other countries, to guide the departure and return of healthcare professionals.

Onyemelukwe: 'We need to tell more stories about what is going on with the diaspora'

Prof. Cheluchi Onyemelukwe, Managing Partner, Health Ethics and Law Consulting

LACK OF POLICY COHERENCE

Nigeria needs greater policy coherence and implementation to address healthcare professional migration. Existing policies conflict, leading to a lack of a unified approach.

NATIONAL MIGRATION POLICY

The ongoing process to develop a national healthcare worker migration policy for Nigeria does not include key stakeholders, such as the private sector, diaspora organisations, and migration experts, which could result in ineffective policies.

BILATERAL AGREEMENTS

Nigeria should negotiate bilateral agreements with destination countries to benefit from healthcare workforce migration, such as gaining something in return for the investment in training healthcare workers who subsequently migrate.

INCENTIVES FOR RETURN

Creating public and private sector incentives should encourage diaspora healthcare professionals to return to Nigeria, and contribute to improving the healthcare system.

STORYTELLING AND POSITIVE NARRATIVES

The narrative around healthcare professionals leaving Nigeria needs to change. Promoting positive stories and examples of diaspora healthcare professionals returning to work in the country can shift mindsets and generate support for policies and initiatives that encourage healthcare workers to return.



Steps for those abroad considering returning to Nigeria, especially in the medical field:

Prof. Onyemelukwe encouraged diasporans to come back, advised them not to wait for everything to be perfect, and mentioned that there is room for shaping policy and contributing to the healthcare system.

Timing and details about a product for diaspora support in covering medical bills:

Ms. Ndili stated that the product is still in development, but she emphasised the role of the HFN in connecting diaspora individuals with opportunities to contribute to the healthcare system in Nigeria.

Advice for doctors abroad on how to start partnerships or collaborations in Nigeria:

Dr. Anyanwu recommended starting small, and encouraged them to return without waiting for big financial opportunities, and highlighted the positive impact one can make in Nigeria.

The concentration of returnees in Lagos and Abuja, with fewer returning to other states:

Dr. Anyanwu noted that returnees are in various states and highlighted the opportunities available in different parts of the country.

Collaboration with the private sector for the training of medical students in Nigeria:

Mr. Egba, Ms. Ndili, Prof. Onyemelukwe, and Dr. Anyanwu:

- Advocated for collaboration between the private sector and government.
- Suggested bonding programmes for medical students to address challenges.
- Called for youth involvement in policy discussions.
- Promoted the idea that good healthcare is good business.
- Emphasised the benefits of coming back home and contributing to the healthcare system.

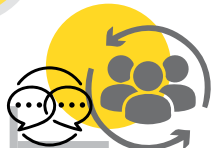


Opportunities for Returning Diaspora Professionals

Returning professionals can make a significant impact on healthcare in Nigeria, even if they start small.

Stories of Success

Sharing success stories of returnees can inspire and encourage others to return and contribute to the healthcare system in Nigeria.



Private Sector Engagement

The private sector can play a pivotal role by collaborating with the diaspora and providing mentorship and support.



Telemedicine and Digital Health

Telemedicine and digital health can ensure healthcare access across different regions, but clear regulations and support are needed.

Incentives and Soft Landing

Creating incentives such as tax breaks and soft landing programmes that ease the transition and provide financial and infrastructure support can encourage returnees.



"Can we look at all these things as a holistic policy? Provide a holistic policy and enabling environment that encourages people to return home."

PROF. CHELUCHI ONYEMELUKWE, MANAGING PARTNER, HEALTH ETHICS AND LAW CONSULTING, on the need to leverage diaspora healthcare providers in providing excellent care



Government Collaboration

The private sector should advocate for collaboration with the government to create an enabling environment for returnees.

Mentorship and Networking

Mentorship and networks, such as the Healthcare Federation of Nigeria (HFN), can connect diaspora professionals with opportunities in Nigeria.



CALL TO ACTION



Private sector: Actively engage in initiatives and advocate for collaborative policies with the government.

Government: Create policies and regulations that enable the return of healthcare professionals and foster collaboration with the private sector.

All: Share positive stories and experiences of returnees to inspire others to return home and make a difference.



»» RECOGNISED...
LAGOS: FOR QUALITY OF CARE REIMBURSEMENTS



The World Economic Forum (WEF) recognised Lagos for reimbursing healthcare providers based on the quality of care, with higher payments for higher-quality providers.



»» IN PROGRESS
HANDBOOK OF PRIVATE SECTOR ORGANISATIONS

The Healthcare Federation of Nigeria (HFN) is developing a database of all the private sector organisations in Nigeria into a handbook, to streamline connections within the private sector.



» CALL-TO-ACTION...

WOMEN'S HEALTH TRANSFORMATION

- Collaborate for a healthier future.
- Prioritise women's health through technology and innovation.

PRESENTATION

Scaling Up Public-Private Partnerships for Improved Women's Health

Dr. Amit N. Thakker Executive Chairman, Africa Health Business, Kenya

THREE PILLARS OF WOMEN'S HEALTH

The Coalition for Women's Health in Africa (COWHA) has defined three pillars to improve women's health: cancer and oncology management, sexual and reproductive health, and maternal and newborn health.

EFFECTIVE COLLABORATION

Public-private collaboration strengthens women's health systems, increasing access to services from antenatal care to digital health solutions. Good supply chains are vital for prompt and quality healthcare delivery.

LESSONS FROM KENYA

Kenya offers insights for Nigeria on women's health integration. Public and private sectors are actively involved, driven by favourable regulations. Examples include family planning supplies, immunisation, and vaccines via through the private sector.

HEALTH FINANCING AND NATIONAL INSURANCE

Nigeria can learn from neighbours and focus on health financing, including implementing an efficient national health insurance system. These actions can improve women's access to quality care

ROLE OF TECHNOLOGY

Technology enhances maternal health in Kenya, enabling payments, telemedicine, and portable ultrasound devices. These improvements increase the quality and availability of care, especially in remote areas.

DIGITAL HEALTH WORKING GROUP

Nigerian stakeholders, especially the Healthcare Federation of Nigeria (HFN) and digital health partners, should create a working group on maternal health. This coordinated effort would foster innovation and extend technology use across the country.

Momah-Haruna: 'Every issue we have with maternal health is preventable'

In the introduction to Panel Three, **Dr. Amaka Momah - Haruna**, Girl and Women's Empowerment (GWE) Senior Specialist, World Bank Group emphasised the need to lower maternal deaths and improve public-private health partnerships.

SIGNIFICANCE OF MATERNAL HEALTH

Maternal health is crucial for a country's well-being and is a fundamental area of focus for improving healthcare systems.

PREVENTABLE ISSUES

Maternal health problems are largely preventable, and addressing them is essential in Africa.

MATERNAL MORTALITY RATE

Nigeria's maternal mortality rate is alarmingly high, with limited progress in reducing it.

IMPORTANCE OF PRIVATE SECTOR INVOLVEMENT

The private sector has a vital role in addressing maternal health challenges, and collaboration with the public sector can significantly improve outcomes.

ECONOMIC IMPACT

Maternal mortality has far-reaching economic implications, with affected households spending a significant portion of their income preventing or dealing with such deaths.

PRIVATE HEALTHCARE SUPPORT

Private healthcare providers can complement public efforts by offering quality maternal healthcare services.





Leveraging the Private Sector for Quality Maternal Healthcare



Nwana: 'Private health sector providers cannot be ignored'

Dr. Chito Nwana, Medical Director, Tabitha Medical Centre

ROLE OF PRIVATE SECTOR PROVIDERS

Private sector is essential for maternal health. Lack of skilled providers causes high maternal mortality in Nigeria.

CHALLENGES FACED BY PRIVATE PROVIDERS

Private providers face trust deficit with government, no policy for engagement, financial stress, regulatory hurdles, and resource gaps. These challenges limit their impact on maternal healthcare.

GOVERNMENT CHALLENGES

Government struggles with regulation, information sharing, political will, and public image of private providers. Trust and data sharing are needed between government and private sector.

SOLUTIONS PROPOSED

A clear policy for government-private sector engagement, regulatory reforms, financial support through low-interest loans and tax waivers, dialogue on NHIA tariff system, and anti-corruption measures should be put in place.

THE VISION OF COLLABORATION

Government-private sector collaboration can shape Nigeria's healthcare future. The aim is a healthcare system that ensures quality care and financial security for all Nigerians. Collaboration is crucial for improving maternal health and achieving UHC.

MARTIN LUTHER KING'S QUOTE

Martin Luther King's saying "Injustice in health is the most shocking and inhumane inequality," helps to illustrate the urgency needed to address maternal health disparities.

Mobisson: 'Investing in maternal health is an economic benefit'

Dr. Nneka Mobisson, Chief Executive Officer, mDOC

ECONOMIC IMPACT OF MATERNAL HEALTH

Investing in maternal health is vital, as women reinvest a significant portion of their incomes into their families and communities.

IMPORTANCE OF FOCUSING ON WOMEN

Investing in women benefits everyone. We must reflect on biases and commit to improving healthcare for women in Nigeria.

FOUR-PILLAR APPROACH

mDOC's comprehensive four-pillar approach to healthcare empowers individuals to take charge of their health and supports healthcare professionals.

COLLABORATIVE PARTNERSHIPS

Partnerships with healthcare facilities, government bodies, and health organisations are essential for growth and providing valuable services.

CHALLENGES AND SOLUTIONS

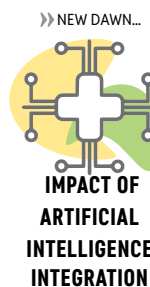
Skepticism about digital health exists. Investing in technology and AI can benefit maternal health.

TRUST AND NON-COMPETITIVE COLLABORATION

Organisations must work together with trust and set aside competition to achieve success and improve health outcomes for women and communities.

LEVERAGING ARTIFICIAL INTELLIGENCE (AI) FOR MATERNAL HEALTH

Active contributions from women are essential to ensure that AI technology benefits them and that their voices are heard in the AI journey.



- Introduction of AI (Ka) for personalised health coaching.
- Improvement in outcomes related to blood pressure, blood glucose, mental health, and self-efficacy.
- Response to increased demands during COVID-19.





» NOTEWORTHY...

EXAMPLES OF PRIVATE SECTOR IMPACT

- Life Bank's innovative solution for delivering blood to women in need.
- mDoc's health coaching for pregnant women, addressing health issues and preventing complications.
- PCN's work with drug shops to provide quality contraceptive services.

Shitta-Bey: 'Private sector must break down the doors and construct the solutions'

Dr. Tokunbo Shitta-Bey, CEO, Duchess International Hospital

Olubode: 'More can be done to improve the health outcome of pregnant women'

Iyadunni Olubode, Nigeria Director, MSD for Mothers

MSD FOR MOTHERS' COMMITMENT

MSD for Mothers is a private sector initiative committed to improving maternal health outcomes and contributing to Sustainable Development Goal 3.1.

PRIVATE SECTOR VALUE

The private sector plays a vital role in global health beyond financing. It contributes innovation, expertise, and reach.

EXAMPLES OF PRIVATE SECTOR INNOVATION

Nigerian private sector innovations, such as Life Bank's blood delivery system, mDoc's health coaching, and the Pharmacy Council of Nigeria's (PCN's) work with drug shops to provide contraceptive services, demonstrate the private sector's potential to drive significant improvements in maternal health.

CHALLENGES AND SOLUTIONS

Increased visibility, government collaboration, information sharing, and data collection are needed to demonstrate the impact of the private sector's work. The WHO's Country Connector platform can help engage the private sector and share information.

COLLABORATION AND DATA

Collaboration within the private sector and the use of data and evidence are essential. Nigeria Health Watch should carry the panel's discussions and insights to the government, ensuring that key stakeholders are informed about the work being done in maternal health.

INVITING DIASPORA TALENT

Nigerians in the diaspora should return at the peak of their careers to contribute their skills and expertise to the country's development.

CHALLENGES IN THE NIGERIAN HEALTHCARE SYSTEM

Nigeria's healthcare landscape is stark, with a young population, low life expectancy, and minimal per capita healthcare spending. These socioeconomic disparities lead to poorer health outcomes for poor individuals.

ROLE OF PRIVATE SECTOR

The private sector should bridge gaps in Nigeria's healthcare system by collaborating with the public sector to provide affordable world-class healthcare.

QUICK-TO-MARKET INITIATIVES

Entrepreneurs must actively work to break down barriers and engage the government with quick-to-market initiatives.

THE DUCHESS WAITING LIST INITIATIVE

The Duchess Waiting List Initiative addresses the lack of access to affordable heart surgery by providing it at no additional cost, significantly reducing waiting times and ensuring that patients receive high-quality care.

RESPONSIBILITY OF THE PRIVATE SECTOR

The private sector has a responsibility to construct solutions for improving healthcare in Nigeria by breaking down barriers and collaborating with the public sector to deliver quality care to the population.



99%

DIFFERENCE IN PER CAPITA SPEND ON HEALTHCARE between Nigeria (\$70) and OECD countries (\$11,000.)



» MODUS OPERANDI...

- **mDOC's FOUR-PILLAR APPROACH**
 - Comprehensive Digital Platform (Complete Health)
 - Health Directory (Navi Health)
 - Nudge Hubs (Health Kiosks)
 - Tele Education for Healthcare Providers

10

ACTIVE CARDIAC SURGEONS IN NIGERIA

» IN CONTEXT...
 The scarcity of cardiac surgeons in Nigeria underscores the need for the private sector to play a role in filling healthcare gaps and building resilient systems.

Delay in recognising danger signs
 Dr. Mobisson of mDoc highlighted the effectiveness of digital health in Nigeria, despite limited digital penetration and gender-based inequities in access. She emphasised the importance of investing in digital health, building digital literacy and trust among women, and challenging biases against digital health.

Delay in deciding to seek necessary care
 Dr. Nwana discussed the lack of trust between the public and private sectors in healthcare and the need for dialogue to address this. She emphasised the importance of a strong referral system that includes the private sector to ensure timely care for women.

Delay in reaching the health facility
 Mrs. Olubode emphasised the importance of working with local organisations that understand the community's needs to create local demand for maternal health services. She stressed the need for collaborative solutions led by local voices and coalitions, with those directly affected by the problem involved in shaping and implementing the solutions.



Delay in receiving healthcare at the health facility
 Dr. Shitta-Bey mentioned that access to low-interest loans is a critical factor in incentivising private sector providers to offer maternal healthcare services. He also highlighted the importance of government support for such facilities, as evidenced by the Duchess Hospital, which operates as a 'public sector organisation in the private sector.'

CALL TO ACTION

- 1 Invest in digital health solutions and build digital literacy and trust among women.
- 2 Promote public-private dialogue and establish effective referral systems.
- 3 Advocate for accessible financing options to incentivise private sector investment.
- 4 Support community engagement initiatives with local voices at the centre.

Government and Private Sector Collaboration
 Collaboration between the government and the private sector is crucial. Trust issues need to be resolved and a robust referral system that includes the private sector is needed.

Digital Health and Trust
 Digital health can improve maternal health outcomes, but limited digital penetration and gender-based inequities exist. Building trust in healthcare systems is essential.

Access to Low-Interest Loans
 Access to low-interest loans can incentivise private sector providers to deliver high-quality healthcare services. Government support is vital for expanding private sector contributions to maternal health.

Community Engagement
 Local demand for maternal health services should be created and community-based solutions should involve local voices and coalitions. Collaboration with local organisations is vital.



KEY TAKEAWAYS

1

Private sector involvement is crucial for building resilient health systems, especially in resource-constrained settings.

2

Collaboration between public and private sectors is essential for creating a robust healthcare system.

3

Digital health and innovation can enhance delivery and access.

4

Community engagement and local solutions are pivotal.

5

Financial support can incentivise private sector investment.

6

Encourage diaspora and local talent to contribute.

7

Emphasise **data-driven decision-making**.

8

Focus on **improving maternal health** outcomes.



1

Promote public-private collaboration through trust building and effective partnership frameworks.

2

Encourage investment in digital health and innovative technologies to improve healthcare access and delivery.

3

Support community engagement and grassroots initiatives to drive demand and tailor services to local needs.

4

Advocate for affordable financing options, including low-interest loans, to incentivise private sector investment in healthcare infrastructure and services.

5

Facilitate the engagement of diaspora healthcare professionals in capacity building and skills transfer.

6

Emphasise the importance of **data-driven decision-making** in healthcare planning and resource allocation.

7

Prioritise maternal health and address delays in accessing maternal healthcare, focusing on trust, financing, and community involvement.

NNEKA MOBISSON
 CHIEF EXECUTIVE OFFICER, mDOC

"We cannot continue to have people die when we have innovation and we have so many opportunities to grab a hold of."

NJIDE NDILI
 COUNTRY DIRECTOR NIGERIA, PHARMACCESS FOUNDATION

"There is a need for public-private integration, not even partnership. We need to work together to understand the difference in pillars around which the healthcare system functions."



SOCIAL MEDIA ENGAGEMENT AND REACH DURING FHC 2023

3,347
SOCIAL MEDIA MESSAGES

- the number of FHC 2023 related messages across all social media networks



8,379
SOCIAL MEDIA ENGAGEMENTS

- total likes, dislikes, comments and shares



89%
POSITIVE SENTIMENTS

- negative messages came from shared stories of negative experiences in terms of the quality of the healthcare system



2.5 million
POTENTIAL IMPRESSIONS ON X (TWITTER)

AS AT 12TH OCTOBER 2023
 - the number of times audiences could have viewed FHC 2023 messages - this includes the total follower count of all individuals who engaged with the messages



53,237
X (TWITTER) IMPRESSIONS

AS AT 12TH OCTOBER 2023
 - the number of times FHC 2023 posts were displayed, including reposts by other users

POST-CONFERENCE EVALUATION AND FEEDBACK

OVERALL EXPERIENCE RATINGS OF FHC 2023



PERCENTAGE OF RESPONDENTS THAT Scored their overall experience over 4 out of 5



PERCENTAGE OF PARTICIPANTS THAT Found FHC 2023 to be an effective learning experience.



PERCENTAGE OF PARTICIPANTS THAT Gained actionable insights from FHC 2023

PRIVATE SECTOR'S ROLE IN HEALTHCARE ADVANCEMENT EXPECTATIONS OF PARTICIPANTS



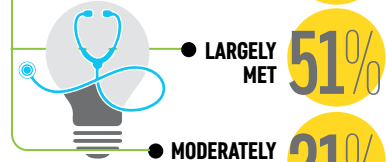
EXPLORING FINANCING MODELS FOR HEALTHCARE EXPECTATIONS OF PARTICIPANTS



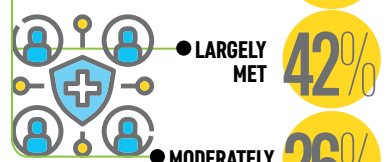
SESSION APPROVAL RATINGS BY PARTICIPANTS



HEALTHCARE INNOVATIONS INSIGHTS EXPECTATIONS OF PARTICIPANTS



NETWORKING WITH INDUSTRY PROFESSIONALS EXPECTATIONS OF PARTICIPANTS





» COLOURS OF FHC 2023

Participants had so much to share - insights, smiles, laughter - in pictures.





Would you like to report how FHC 2023 directly or indirectly impacts your work as an individual or organisation?

Please visit <https://nhwat.ch/FHC2023Impacts> or scan the QR code to share.



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