



Hi Friend,

At last month's Global Symposium on Health Systems Research, during a panel alongside our partners\*, we highlighted five Exemplar countries who have demonstrated— as one attendee put it— sustainable, durable reforms to their primary health care (PHC) systems: Bangladesh, Ghana, Peru, Rwanda, and Zambia. A principal theme throughout the panel discussion was how all five countries did *more* with the same or *fewer* financial resources relative to their peers, achieving higher levels of effective coverage of essential health services than countries which spent the same amount on health. But how did they do it?

EGH research found three actionable pathways that can improve the efficiency, equity, and quality of PHC systems:

- 1. Spend enough, and spend well, on PHC.** In [Ghana](#), reforms at all levels of government ensured increased resources for the health system and improved the coordination, flow, and use of funds in alignment with health priorities.
- 2. Implement systems for performance management, accountability, and community engagement.** In [Peru](#), a new agency was developed to audit health insurance operations, ensuring a means to supervise providers and share provider evaluations via a publicly available database.
- 3. Increase access to care and facility readiness to boost utilization rates.** In [Zambia](#), decreasing financial and geographic barriers to care, including by abolishing user fees at the point of care and doubling the number of health facilities, helped increase access to and demand for health services.

Comprehensive PHC is the foundation of achieving Universal Health Coverage. Scaling up effective PHC systems at the national level is challenging but as we've learned from these Exemplar countries, it can be done. We hope this work provides decision makers with greater evidence on how to achieve more health for each dollar spent and look forward to sharing more findings from Bangladesh and Rwanda next year.

Best,  
**Niranjan Bose, PhD**  
Managing Director, Health and Life Sciences



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#### EGH IN THE NEWS

**Africa: Decade-Long Study Reveals Key Drivers of Global Health Success**  
Exemplars in Global Health was featured in an article from AllAfrica, spotlighting the program's approach to positive outliers in global health. [Read the full article here.](#)

#### EXEMPLARS STORIES

**PATH's first chief AI officer on how the technology will shape the global health ecosystem**  
Exemplars News spoke with Dr. Bilal Mateen about how artificial intelligence could be incorporated into product development, diagnostics, medical devices, and health program areas. [Read the full Q&A here.](#)

**An increasingly digital world 'needs the infrastructure to match it'**  
CV Madhukar, CEO of Co-Develop, reflects on how digital public infrastructure can help a host of global issues. [Read the full article here.](#)

**What are the paths to universal health coverage? Some countries offer clues**  
Countries like Ethiopia, Ghana and Thailand are making strides to achieving UHC by 2030, which can offer other governments ideas on where to put their focus and funding. [Read the full article here.](#)

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