



Republic of the Philippines
PHILIPPINE HEALTH INSURANCE CORPORATION

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UNIVERSAL HEALTH CARE
 USA LAHAT

PES FORM 1

PHILHEALTH STRATEGY MAP



PHILHEALTH STRATEGY MAP

I. RATIONALE

In line with the goal of RA 11223 or the Universal Health Care (UHC) Act of providing guaranteed equitable access to quality and affordable health care and protection against financial risk to all Filipinos, the Corporation recognized the need to review and realign its plans in three (3) years. The PhilHealth Strategic Plan (PSP) 2021-2023 provides a blueprint that integrates policy changes brought by the passage of the UHC Act in the early part of 2019. This document also serves as a transition plan that defines not only the strategic direction for the immediate three (3) years but also advances the reforms into the next medium-term.

The PSP is strategically aligned with the Sustainable Development Goal (SDG) 3.8 of the United Nations (UN) on “Good Health and Well-Being”¹ to achieve Universal Health Coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all. Further, it is also anchored on the National Economic Development Authority’s (NEDA) twenty-five year long-term vision for the Philippines of AmBisyon Natin 2040² giving emphasis on “Matatag, Maginhawa at Panatag na buhay” and supports the overall goals of the health sector as defined in the National Objectives for Health 2017-2022³ as 1) Better Health Outcomes; 2) More Responsive Health System; and 3) More equitable health care financing.

The PhilHealth Board approved the PSP during its regular meeting on 10 March 2021 as evidenced by PhilHealth Board Resolution No. 2590, s. 2021 “Resolution approving PhilHealth Strategic Plan 2021-2023 and the Submission of the Strategy Map to the Governance Commission for GOCCs (GCG)”.

A. PhilHealth Strategy Map

The PhilHealth Strategy Map provides the blueprint of the strategies that PhilHealth will implement in the immediate three (3) years. It consists of three (3) levels of strategic blocks to: ensure sustainable financing, stimulate innovation and growth, and build strong corporate governance all aimed to achieve the desired Outcomes of:



Figure 1: PhilHealth Strategy Map Outcomes

1. Sustainable Financing (Core Strategies): The aim is not to simply raise revenue in order to pay for health care services, our core strategies will focus on incorporating

¹ UN’s SDG Goal 3: <https://www.un.org/sustainabledevelopment/health/>

² NEDA’s Ambisyon Natin 2040: <http://2040.neda.gov.ph/about-ambisyon-natin-2040/>

³ DOH National Objectives for Health: <https://doh.gov.ph/node/16880>

efficiency drivers on areas of collection and strategic purchasing in order to make the NHIP sustainable:

- a. Build a deep revenue base with efficient collection system
 - b. Maintain an active risk pool through strategic purchasing
2. Innovation and Growth (Enabling Strategies). To support the core strategies, this block focuses on the following innovation and growth drivers: information system, organizational structure, human resource, and business processes.
- a. Design an agile and adaptive organization
 - b. Develop lean and member-centric processes
 - c. Transform human resource management into competency-based system
 - d. Enhance information system through enterprise integration
3. Strong Corporate Governance (Crosscutting Strategies). Building a strong governance structure to successfully implement the strategies and advance the priorities of the program, cross-cutting strategies will be implemented on areas of leadership and accountability, policy and legal, communications and marketing.
- a. Manage transitions and mind-set shifts with leadership and accountability
 - b. Strengthen policy enforcement and evidence-informed decision-making
 - c. Engage members and stakeholders using every available platform

B. The new Strategy Map redefines the Balanced Scorecard perspectives and its components as follows:

Balance Scorecard Perspectives	From	To
Customer	Delighted Clients	Outcomes
	Output or outcome indicators on: <ul style="list-style-type: none"> • Membership • Benefits • Accreditation 	Intermediate outcomes <ul style="list-style-type: none"> • Utilization of health care services • Financial Risk Protection • Quality of Health Care Services
Financial	Sustainable Fund	Sustainable Financing
	<ul style="list-style-type: none"> • Revenue generation (Collection) • Asset utilization and Optimization 	<ul style="list-style-type: none"> • Collection • Strategic Purchasing
Internal Process	Excellent Process	Innovation and Growth
	<ul style="list-style-type: none"> • Research, Policy and Process • Operational effectiveness through planning, monitoring and evaluation • Stakeholder Relations 	<ul style="list-style-type: none"> • Organization • HR management • Business Processes • Information system
Learning & Growth	Strong Foundation	Strong Corporate Governance
	<ul style="list-style-type: none"> • Organization 	<ul style="list-style-type: none"> • Leadership and accountability



Balance Scorecard Perspectives	From	To
	<ul style="list-style-type: none"> • Workforce engagement • Information systems 	<ul style="list-style-type: none"> • Evidence-informed decision-making • Communication and Marketing

PHILHEALTH'S CHARTER STATEMENT

I. RATIONALE

Universal Health Care is about all people having access to the health care they need without suffering financial hardship⁴. One of the objectives of Republic Act 11223⁵ or Universal Health Care (UHC) Act is to ensure that all Filipinos are guaranteed equitable access to quality and affordable health goods and services and protected against financial risk. As such, the law redefines the role of the Corporation being one of the key players in the health sector as strategic purchaser of affordable and quality healthcare benefits and services.

As stipulated in Section 16.b.1 of the IRR of RA 11223, PhilHealth needs to establish the organizational structure to cover as many provinces, cities and legislative districts, including foreign countries, whenever and wherever it may be expedient, necessary and feasible. The Corporation shall transition to a new operating based on the PhilHealth Strategic Plan for CY 2021 to CY 2023.

For the transition to the PhilHealth Strategic Plan, the management decided to adopt the existing Vision, Mission and Values because of it's applicability to the corporation subject to further review and evaluation.

A. VISION 2022

“Bawat Filipino, Miyembro,

Bawat Miyembro, Protektado.

Kalusugan ng Lahat, Segurado.”

(The Program shall provide health insurance coverage and ensure affordable, acceptable, available and accessible health care services for all citizens of the Philippines.)

⁴ World Health Organization https://www.who.int/healthsystems/topics/financing/uhc_qa/en/

⁵ Republic Act 1122: An Act Instituting Universal Health Care for All Filipinos, prescribing Reforms in the Health Care System, and Appropriating Funds Therefor



B. MISSION

“Benepisyonang Pangkalusugang Sapat at De-kalidad para sa Lahat.”

(To provide comprehensive health care services to all Filipinos through a socialized health insurance program that will prioritize the health care needs of the underprivileged, sick, elderly, persons with disabilities, women and children and provide free health care services to indigents.)

C. CORE VALUES

Core Values	Definition	Filipino Translation
Integrity	The Program shall ensure that its offices and personnel adhere strictly to moral and ethical principles as expected from civil servants; The Corporation shall promote soundness of moral character and honesty within the organization.	Integridad
Innovation	The Program shall adapt to changes in medical technology, health service organizations, health care provider payment systems, scopes of professional practice and other trends in the health sector. It must be cognizant of the appropriate roles and respective strengths of the public and private sectors in health care, including people’s organizations and community-based health care organizations.	Inobasyon
Agility	The Program shall formulate mechanisms to ensure prompt delivery of service to the people.	Agarang Serbisyo
Commitment	The employees shall always uphold the interest of the clients over and above their personal interest and always conform to the principle of public accountability.	Taos-Pusong Paglilingkod
Compassion	The employees shall always demonstrate sympathy and care towards people especially the helpless and the impoverished.	Pagmamalasakit
Equity	The Program shall provide for uniform basic benefits. Access to care must be a function of a person’s health needs rather than ability to pay.	Angkop na Benepisyo
Social Solidarity	The Program shall be guided by community spirit. It must enhance risk sharing among income groups, age groups, and persons of differing health status, and residing in different geographic areas.	Panlipunang Pagkakabuklod