Better Data, Better Purchasing, Better Health

Regional Opportunities for Collaboration and Learning

The UHC Road Trip: a journey every country is driving

Piya Hanvoravongchai, MD MSc ScD,
National University of Singapore, Saw Swee Hock School of Public Health
On behalf of the BRIDGE (Building Regional Insight and Data for Governance and Health Equity) Network

Every country has a road map.

Can you see the road?

Road Map

National UHC strategy — the destination

The Car

Your health system, carrying you there

The Driver

Arriving depends on who's at the wheel — and what they can see

Even the best engine needs a good driver

🎯 Steer

Accelerate, brake, change lanes — direct investment

📋 Follow the Rules

Transparency · Accountability · Anti-corruption

👁️ See Clearly

Cannot steer what they cannot see

Not just seeing outside, but also how different parts are working together, any upcoming problems to avoid

The UHC Road Trip

Every country has a map. The question is whether the car can get there.

THE MAP

National UHC strategy
& roadmap

THE ENGINE

Service delivery
(PHC, hospitals, workforce, etc)

THE FUEL

Health financing
(revenue, pooling, purchasing)

THE DRIVER

Governance
(stewardship, accountability)

WINDSHIELD

Data
(visibility of the road ahead)

DASHBOARD

Analytics
(measuring car performance)

The dashboard tells you how the car is performing

Cost per Service

Efficiency — are resources used well?

Quality Indicators

Readmission rates · Outcomes

Coverage & Equity

Who is reached — who is left behind

Financial Protection

Out-of-pocket burden on families

Benchmarking only works when the gauges are **calibrated the same way** — Thailand · Indonesia · Vietnam · Philippines

Comparing Cars: Benchmarking & Learning

You learn faster when you compare your car with others on the same road.

Learn from What Worked

- Countries that improved primary care capitation
- Built claims analytics capacity
- Linked data systems successfully

Learn from What Didn't

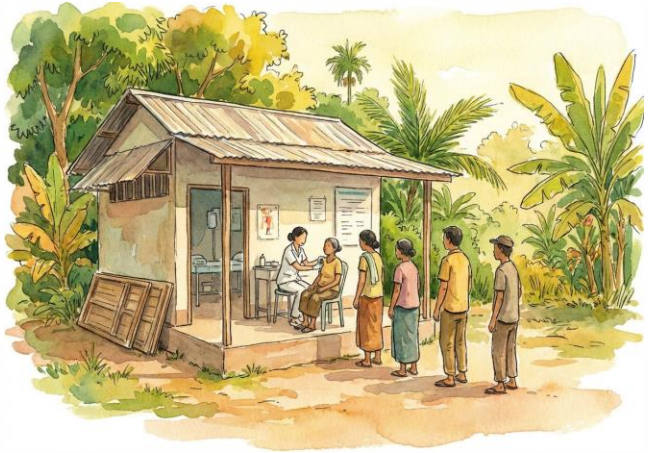
- Payment reforms with perverse incentives
- Expensive data systems nobody used
- Quality metrics that were gamed

Calibrate Instruments & Advanced Analysis

- Shared indicator Definitions, Standards and methods
- Cross country analytics and learning

"You don't need to crash your own car to learn that a road is dangerous."

The challenge we address



- Health systems across Southeast Asia are undergoing **rapid transformation** — facing **challenges** from population ageing, a growing NCD burden, rising healthcare costs, and climate health risks.
- Stronger **evidence** required to support better policy decisions. The region is generating more **health data** than ever before, yet much of this information remains fragmented, access is limited, and analytical capacity can be improved across levels.

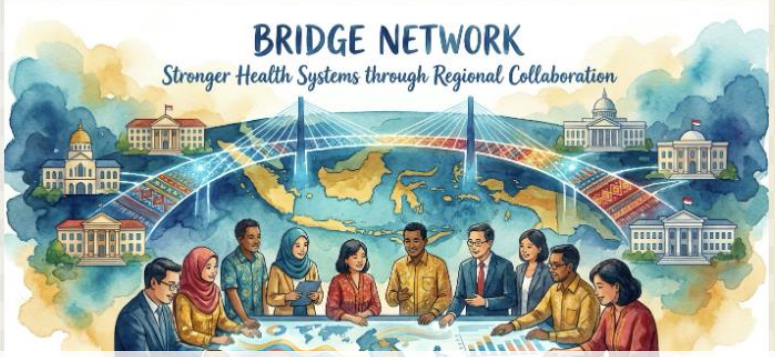
BRIDGE was established to address these — connecting institutions across borders to strengthen how data is generated, integrated, analysed, and used for health system improvement.

BRIDGE Network

About Us | Our Work | Member Institutions | Resources | News & Events | Get in Touch

Stronger Together. *Better Health Systems.*

BRIDGE Network is a collaboration of leading academic and policy institutions across Southeast Asia, working together to generate, share, and use high-quality data and evidence for stronger, more



About BRIDGE →

Our Member Institutions →

BRIDGE — Building Regional Insights and Data for Governance and Health Equity is a regionally led network of government health policy agencies, university research centres, and partner organisations united by a shared commitment to strengthening capacity to use data and analytics for health systems and policies across SE Asia.

Collaborate

Building trusted partnerships across academia, policy, and practice throughout the region.

Generate Evidence

Producing rigorous, policy-relevant research to address critical health system challenges.

Inform Policy

Translating evidence into actionable insights that support better decision-making.

Strengthen Systems

Building institutional capacity and resilience for sustainable health system improvement.

Members are from:

Three Technical Pillars

Health System Performance Assessment

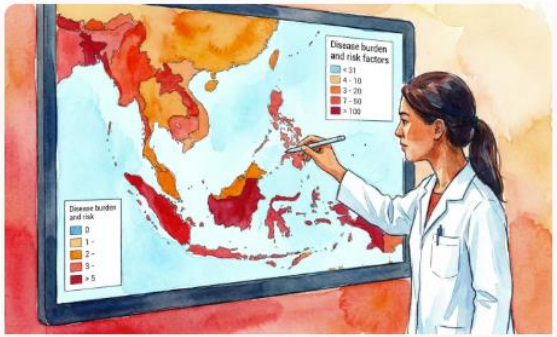
Developing and institutionalising context-sensitive approaches to health system performance assessment that inform national and subnational decision-making, while enabling cross-country benchmarking and shared learning across the region.

Learn more →

Data Capacity & Systems

Strengthening health data systems, digital health architecture, and governance arrangements to enable reliable, interoperable, and actionable data for evidence-based health governance across the region.

Learn more →



Burden of Disease & Health Risks

Improving the interpretation and policy translation of burden of disease evidence to support priority setting, subnational planning, and alignment of health system investments with population health needs.

Learn more →

Thank You

Piya Hanvoravongchai, MD MSc ScD NUS Saw Swee Hock School of Public Health, piya.h@nus.edu.sg