

2025 ANNUAL CONFERENCE AND GENERAL MEETING OF THE HEALTHCARE FEDERATION OF NIGERIA

REPORT



THEME:

Expanding Access to Quality Healthcare:

Transforming Nigeria through
Innovation, Partnership, and
Sustainability



27th – 28th
FEBRUARY



LAGOS ORIENTAL HOTEL,
VICTORIA ISLAND, LAGOS

Pharm+Access



BridgeClinic



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INTRODUCTION



The 2025 Annual General Conference of the Healthcare Federation of Nigeria (HFN) was a landmark gathering convened to commemorate a decade of transformative advocacy, sectoral leadership, and policy influence by the private healthcare sector in Nigeria. Held under the theme “Expanding Access to Quality Healthcare: Transforming Nigeria through Innovation, Partnership, and Sustainability,” the conference served as a dynamic platform for reflection, celebration, and forward-thinking dialogue. It attracted a diverse and influential community of stakeholders –including government representatives, regulators, private sector leaders, development partners, health economists, innovators, and healthcare professionals who gathered to assess progress and chart the future of healthcare access and quality in Nigeria.

The event also marked HFN’s 10th Anniversary, a milestone that symbolized the Federation’s evolution from a voice of advocacy to a nationally recognized convener and catalyst for public-private collaboration in health. In this celebratory spirit, the conference featured a rich and immersive exhibition experience, showcasing innovative healthcare solutions, products, and technologies from HFN member organizations and partners. The exhibition hall was a vibrant hub of interaction, learning, and business networking—spotlighting the power of local ingenuity and the depth of Nigeria’s private healthcare ecosystem.

To honor its supportive partners and celebrate a decade of dedication to healthcare advancement, the Federation hosted a glamorous Gala Dinner and Awards Ceremony. This elegant evening provided a moment of reflection, appreciation, and recognition for institutions and individuals whose unwavering support has sustained HFN’s mission. With distinguished guests, musical entertainment, and heartfelt tributes, the Gala underscored the human spirit behind policy reform and system transformation.

A major highlight of the event was the HFN 5th Annual General Meeting, which showcased key governance milestones, including substantial financial growth, an impressive expansion in membership, and the successful transition to a new Executive Committee. In a historic moment for the Federation, Mrs. Njide Ndili was elected as the new President of HFN, ushering in a new era of leadership committed to deepening private sector engagement and driving impactful reforms across the healthcare ecosystem.

Notably, His Excellency Governor Babajide Sanwo-Olu of Lagos State (ably represented by Prof. Akin Abayomi, Honorable Commissioner for Health) delivered a powerful keynote address that emphasized the importance of increased investments in health infrastructure, policy harmonization, and public-private partnerships in shaping healthier, resilient communities.

As the curtains closed on this historic conference, the outcomes and shared insights will drive HFN's advocacy priorities and inform strategic engagements in the coming year. The Federation remains committed to mobilizing the private sector, championing innovation, and strengthening collaboration with the public sector—all in pursuit of achieving Universal Health Coverage (UHC) and an equitable, sustainable healthcare future for Nigeria.



Welcome Address

Dr. Pamela Ajayi

President Healthcare Federation of Nigeria.

- **Celebration of a Milestone:** The conference marked HFN's 10th anniversary.
- **Progress & Ongoing Challenges:** Dr. Ajayi acknowledged improvements in healthcare but noted persistent issues like limited access, weak infrastructure, and inadequate financing.
- **Collaboration & Action:** She positioned the conference as a platform for stakeholder dialogue and collective problem-solving.
- **Self-Reliance in Healthcare:** Advocated for local manufacturing and consumption of Nigerian-made drugs, consumables, and equipment to reduce import dependency and stimulate the local economy.
- **Medical Tourism Potential:** Highlighted Lagos as a growing destination for medical tourism, citing centers of excellence in cardiology, oncology, orthopedics, and fertility care.
- **Call to Action:** Urged HFN members to build a more independent and robust healthcare system. She thanked partners and sponsors and encouraged delegates to make the conference impactful.



Goodwill Messages



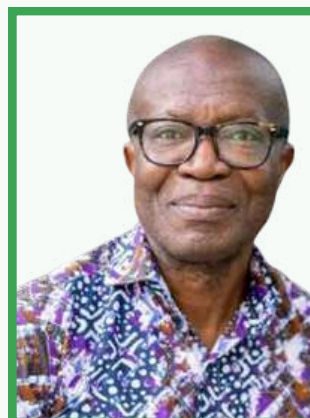
Dr. Jumoke Oduwale
Honourable Minister of
Investment, Trade
and Industry



Dr. Amit Thakker
President,
Africa Health Federation



Dr. Joseph Boguifo
President, West Africa Private
Healthcare Federation
(Rep by Mr. Kofi Kudmozi)



Dr. Kwasi Boahene
Director, Health Systems,
PharmAccess

The key message underscored HFN's decade-long impact and the importance of public-private partnerships in shaping healthcare outcomes across the region.

Special Address

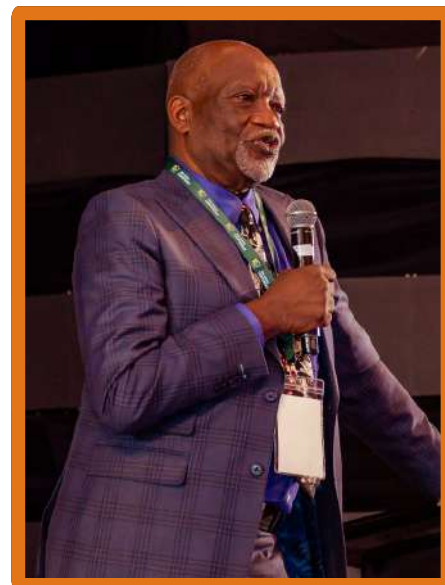
The Importance of the Private Sector to Healthcare in Emerging Markets

Prof. Khama Rogo

Former Lead, Health in Africa Initiative, World Bank

Special Address Summary:

- **Historical Context:** Traced the origins of healthcare in Africa from missionary-led services to government intervention.
- **Public-Private Tensions:** Described decades-long friction resulting from attempts by government to control private sector contributions rather than collaborate. Encouraged Public Private Integration to enhancing healthcare systems and delivery.
- **Paradigm Shift:** Cited research by the World Bank, IFC, and Gates Foundation culminating in the IFC's controversial report "The Business of Health in Africa," advocating for healthcare as a viable business model.
- **Nigeria's Opportunities:** Recognized the strides made, especially in state-level insurance schemes, but flagged persistent gaps in pharmaceutical production and healthcare infrastructure.
- **Call for Reforms:** Emphasized the need for lasting reforms and a stronger unified approach to healthcare governance, financing, and delivery.



Address by Governor Babajide Sanwo-Olu of Lagos State

(Delivered by Prof. Akin Abayomi, Commissioner for Health)

Governor Babajide Sanwo-Olu, represented by Prof. Akin Abayomi, congratulated HFN on its 10th anniversary and recognized its role in advancing healthcare. He emphasized healthcare as a critical driver of state development, linking increased investment to improved outcomes. The Governor stressed the interdependence of health and wealth, advocating for preventive care, environmental safety, and public health education.

He highlighted Lagos State's efforts to implement the National Health Insurance Authority Act and called for better regulation and infrastructure. Investment in healthcare education was also noted, including plans to train 2,000 medical and nursing professionals by 2028. He concluded by urging continued collaboration between public and private sectors for a healthier Nigeria



EVENT PHOTOS



PRESENTATION 1

Building Nigeria's Healthcare Manufacturing Base for Self-Sufficiency

Dr. Abdu Mukhtar

National Co-ordinator Presidential Unlocking the Healthcare Value Chain Initiative (PVAC).

Presentation Key Highlights

- **Strategic Vision:** Local pharmaceutical manufacturing is essential for economic growth, job creation, and public health security.
- **Presidential Initiative:** High-level government support through collaboration with five ministries and key regulatory agencies.
- **Barriers Identified include:** Over-taxation, bureaucratic delays, Power supply as a major cost driver, the need for tailored financial models for different growth stages, Demand creation through public procurement, Skilling workforce and enhancing innovation capacity.
- **Targets by 2030:** Local production of 20% of APIs, expansion of RDTs and vaccines, and development of mRNA vaccine tech.
- **Market Shaping:** Procurement platform involving health insurance and PHC agencies to ensure demand certainty for local manufacturers.
- **Government Commitment:** Budget allocation for local procurement of HIV, malaria, and TB medications.



PRESENTATION 2

Transforming Healthcare Through Regulatory Innovation and Partnerships

Prof. Mojisola Adeyeye

Director General, National Agency for Food and Drug Administration and Control (NAFDAC)

Presentation Summary:

Prof. Mojisola Adeyeye, Director General of NAFDAC, delivered a presentation emphasizing the critical role of regulatory innovation and strategic partnerships in transforming Nigeria's healthcare sector. She underscored the need for robust regulatory oversight in the evolving healthcare landscape, characterized by telemedicine, artificial intelligence (AI), and online pharmacies.



REMARKS

Dr. Oyebaji Filani

Ekiti State Commissioner for Health

Dr. Oyebaji Filani praised HFN for its transformation from a pressure group into a key partner in Nigeria's healthcare development, emphasizing the private sector's role in driving economic and health sector progress. He highlighted successful collaborations, such as health awareness campaigns involving both public and private stakeholders, aimed at improving access to essential services and promoting national development. Dr. Filani also stressed the importance of adapting to technological advancements and building local talent to strengthen Nigeria's healthcare system and overall capacity.



Recommendations/Action Points from the Presentations

- Dr. Abdul Mukhtar emphasized the need to promote local manufacturing to reduce reliance on imports and expand local production of Rapid Diagnostic Tests and vaccines. He also advocated for policy reform to reduce taxes on raw materials and machinery.
- Dr. Akin Abayomi called for the implementation of the National Health Insurance Authority (NHIA) and an alignment of state policy with the national framework via technical working groups.
- Dr. Filani recommended that it is time to enable Private Sector Participation in National Development
- To accelerate local manufacturing, Prof. Moji Adeyeye emphasized the need to enforce the 5-year import grace period. She also recommended the need to invest in NAFDAC staff training for greater impact.

PANEL 1: STRENGTHENING LOCAL MANUFACTURING



The panel discussion explored the evolution, challenges, and opportunities in Nigeria's pharmaceutical industry, focusing on strengthening local manufacturing. Speakers emphasized the need to focus on strengthening local pharmaceutical manufacturing in Nigeria, exploring the historical context, challenges, and opportunities in the sector. Panelists provided insights on how the industry has evolved, its current struggles, and how Nigeria can leverage local manufacturing to reduce dependency on imported drugs. Key challenges, including policy instability, infrastructure deficiencies, and regulatory issues, were addressed. Solutions such as better leadership, technology-driven supply chains, and investment in local manufacturing infrastructure were proposed. Panelists also highlighted the importance of human capital development and collaboration across sectors to ensure the growth of local production.

Key Takeaways:

- **Historical Context & Evolution:** The pharmaceutical industry in Nigeria has evolved since the 1940s, with the COVID-19 pandemic underscoring the need for local manufacturing to ensure national security.
- **Challenges in Local Manufacturing:** Major obstacles include outdated policies, weak government support, power issues, inadequate facilities, and regulatory inefficiencies that hinder local drug production.
- **Opportunities for Growth:** Nigeria has the potential to become a major player in African pharmaceutical production, especially with better infrastructure, government-backed strategies, and international collaborations.
- **Role of Government and Investment:** The Nigerian Sovereign Wealth Investment Authority (NSIA) and increased foreign and local investments are crucial for scaling up local manufacturing capabilities.
- **Importance of Infrastructure & Leadership:** Strong leadership, better capitalized companies, and improved healthcare sector infrastructure are vital for success in the pharmaceutical industry.
- **Supply Chain and Distribution:** Nigeria's drug distribution system needs reform to enhance traceability, with technology-driven solutions and aggregated pharmacy platforms offering potential for improvement.
- **Pharmaceutical Parks:** The concept of pharmaceutical parks, similar to models in China and Dubai, could reduce production costs and increase efficiency by clustering manufacturing operations.

- **Human Capital Development:** Developing skilled professionals through academic-industry collaborations is essential for sustaining the growth of the local pharmaceutical sector. Integrating students into the industry early through internships and practical training programs is key.

Recommendations

- Establishment of Pharmaceutical Parks and Clusters to support the development of dedicated pharmaceutical parks, co-locating manufacturers to reduce production costs, boost efficiency, and foster industrial collaboration – modeled after global best practices like China and Dubai.
- Pharm. Yakassai advocated for the update the National Drug Policy to reflect current realities and opportunities and called for strengthening regulatory enforcement to improve product standard and enforcement.
- Bloom Health emphasized the need for human capacity development in the pharmaceutical sector is key to build a pipeline of skilled professionals: pharmacists, scientists, engineers.
- Advantage Health Africa advocated for reforms to address the Drug Distribution by eliminating unregulated players and improving traceability.
- Advantage Health Africa also called for the aggregation of online pharmacies to improve drug availability and affordability and encouraged the use of technology for inventory management and distribution.

MODERATOR



Pharm. Chidubem Okoye
(Director of Operations, Juhel Nigeria)



Pharm. Ahmed Yakasai
(CEO, PharmaPlus)



Prof. Chimezie Anyakora
(CEO, Bloom Public Health)



Mrs. Abimbola Adebakin
(CEO, Advantage Health Africa)



Mr. Uche Nwoha
(Representing Xcene Research)

VIDEO DIALOGUE WITH DR. CHIKWE IHEKWEAZU

The video chat with Dr. Chikwe Ihekweazu (Assistant Director General, World Health Organization (WHO)) was moderated by Mrs. Njide Ndili (Vice President, Healthcare Federation of Nigeria).

Key Takeaways from the chat:

- **Resilient health systems must be locally driven:** African nations must reduce their over reliance on external resources and instead build internal capacity for essential health services.
- **Public-private partnerships are essential for healthcare growth:** The entrepreneurial energy of Nigeria's private sector must be matched by a supportive public sector with strong policy regulatory and financing frameworks.
- **Investment in healthcare requires a unique approach:** Unlike other sectors, healthcare investment, especially insurance, requires a robust enabling environment because the service is often purchased but hopefully never used.
- **Continuous policy dialogue is key to reforms:** Effective collaboration between public and private actors, with open dialogue and long-term commitment is necessary to build sustainable healthcare system.
- **Global health challenges demand collective action:** Issues like climate change and pandemics cannot be tackled in isolation as international cooperation through platforms like WHO remains critical.



Mrs. Njide Ndili
Vice President HFN,
Country Director PharmAccess
MODERATOR



Dr. Chikwe Ihekweazu
Assistant Director General
World Health Organization
SPEAKER

PANEL 2: SOLVING THE FINANCE DILEMMA: ADAPTING TO CHANGE



The panel explored innovative financing and distribution models to address the challenges and opportunities in the Nigerian healthcare sector. Panelists emphasized the need to rethink the financing landscape of Nigeria's healthcare sector in response to diminishing donor support and economic instability.

Moderated by Felix Obi, the panel featured sector leaders who discussed innovative models to attract investment, strengthen local financing mechanisms, and integrate public-private partnerships (PPPs) for resilient healthcare systems. With emphasis on sustainability, efficiency, and demand-driven solutions, panelists unpacked practical strategies for mobilizing domestic capital, expanding health insurance, and maximizing the value of healthcare expenditures through reforms and partnerships.

Key Takeaways:

- **Domestic Resource Mobilization is Critical:** Panelists highlighted the urgent need to reduce reliance on donor funding by developing structured, local financing mechanisms—including bank loans, local equity, and concessional funds—to create a sustainable healthcare ecosystem.
- **Public-Private Partnerships (PPPs) are Vital:** Strong collaboration between government, financial institutions, and the private sector is necessary to improve health outcomes and expand access, particularly through strategic investments in infrastructure and service delivery.
- **Health Insurance Must Be Scaled Up—Especially for the Informal Sector:** With only about 7% coverage, expanding health insurance requires targeted interventions, legal mandates, and innovative models to include the informal sector and create effective demand.
- **Outcome-Based and Demand-Side Financing Encourages Investment:** Guaranteeing service payments and linking federal budgets to performance outcomes can stimulate investor confidence and unlock healthcare-specific lending by banks.

- **Efficient Integration of Services Enhances Impact:** Combining disease programs (e.g., HIV, TB, FP) and leveraging existing service points like community pharmacies can optimize resource use and reduce overall healthcare costs.
- **Naira-Denominated Loans Offer Stability for Local Investors:** Currency mismatch in USD-denominated loans presents a significant risk; initiatives like the Invest International–Access Bank partnership to provide naira-denominated loans are more viable for local healthcare businesses.
- **Donor Dependency Poses Systemic Risks:** Heavy dependence on international aid—especially in areas like HIV response—was criticized as unsustainable. There is an urgent need to de-risk the sector and consolidate donor programs into mainstream health systems.
- **Civil Society and Governance Must Innovate and Collaborate:** Civil society actors must preserve their technical expertise while adapting to new roles that support innovation, agile partnerships, and accountability mechanisms. Government should also be held accountable for healthcare financing mandates.

Recommendations/Action Points

- SFH recommended that Nigeria optimize budget allocation and reduce dependency on donor funds through innovative funding mechanisms.
- NSIA advocated for a shift towards demand side interventions to stimulate investments.
- NSIA recommended that banks allocate 5% of profit after tax to healthcare SMEs.
- Panelists agreed to improve partnerships for innovative Public Private Partnerships (PPPs) and blended finance mechanisms.
- Iwosan Investments called for the expansion of state-level health insurance schemes.
- Iwosan Investment called for a mindset shift where healthcare is viewed as an economic contributor and not just a cost.
- SFH also called for health insurance to be made mandatory and improvement of its legal enforcement.
- SFH emphasized on the need to investment in community pharmacies and private patent medicine vendors as first contact points and also called for better referral mechanisms between public and private facilities.
- The Alternative Bank called for the need to avoid the reliance on USD-denominated debt and prioritize local-currency investments.



Moderator: Felix Obi, Country Director, Results for Development (R4D)

PANELISTS:

Dr. Tolulope Adewole (CEO/MD, Medserve – NSIA)
Mrs. Fola Laoye (Co-Founder/CEO, Iwosan Investments Ltd)
Dr. Omokudu Idogho (MD, Society for Family Health)
Nene Berry (Manager, Dutch Desk, Invest International and Access Bank)
Dr. Jekwu Ozoemene (Executive Director, The Alternative Bank)

DAY 2, SESSION 1 DISCUSSION: BUILDING TRUST IN NIGERIA'S HEALTHCARE SYSTEM



The discussion explored the foundational role of trust in achieving a responsive, effective, and people-centered healthcare system. Panelists delved into how trust is cultivated over time through transparency, accountability, and consistent service delivery. The conversation underscored the importance of regulatory standards, stakeholder engagement, and the use of technology in strengthening the health system's credibility and performance.

Key Takeaways:

- **Trust Reduces Risk:** Trust is inversely related to risk—when the healthcare system is perceived as reliable and consistent, public confidence increases, reducing hesitancy in utilizing services.
- **Mandated Health Coverage and Financial Protection:** The NHIA's strategy to build trust includes mandating coverage, raising public awareness, and reducing out-of-pocket costs through expanded financial protection.
- **Transparency and Regulation:** Dr. Ajayi emphasized that clear regulatory oversight, including licensing and accreditation, is key to ensuring patients feel secure in the quality and safety of care provided.
- **Technology for Regulatory Efficiency:** Leveraging technology is crucial for tracking compliance, improving accessibility to accreditation information, and enhancing overall regulatory transparency.
- **Collaborative Governance:** Trust building requires coordination among federal agencies like NHFRA and state-level Ministries of Health to uniformly enforce standards and monitor quality of care.
- **Patient Empowerment and Communication:** Making accreditation and regulatory data publicly accessible empowers patients to make informed choices, fostering a culture of accountability and system-wide trust.

Recommendations/Action Points

- Enforce mandatory health insurance coverage to drive inclusion and universal health coverage (UHC).
- Implement strategic purchasing and revise tariffs to incentivize quality healthcare delivery.
- Advocacy for stronger regulatory oversight and the full operationalization of NHFRA per the National Health Act 2014.
- Collaborate with private providers and state governments to cover 2.5 million people under the Basic Healthcare Provision Fund (BHCPF).
- Encourage the use technology-driven accreditation systems and digital badging to communicate facility standards.
- Ensure General Practitioner training and remuneration reforms to strengthen the PHC workforce.
- Emphasize the role of government subsidies in ensuring healthcare access in rural communities.
- Conduct public awareness campaigns to educate about health insurance benefits.



Mrs. Vivienne Ihekweazu,
Managing Director, Nigeria Health Watch

MODERATOR



Dr. Kelechi Ohiri,
Director General,
National Health Insurance Agency
(NHIA)

PANELIST



Dr. Richardson Ajayi
Chairman, National Health Facility
Regulatory Agency (NHFRA) Committee).

PANELIST

PANEL 1 DISCUSSION: LEVERAGING POLICY AND INCENTIVES FOR UNIVERSAL HEALTH COVERAGE



The conversation highlighted the central role of local governments, the importance of health insurance enforcement, and the need for stronger collaboration between public institutions and private players. Panelists provided insights into current challenges, shared best practices from subnational levels, and advocated for reforms to ensure inclusive, sustainable healthcare delivery across all levels of government.

Key Takeaways:

- **Mandatory Health Insurance and Policy Enforcement:** Panelists strongly advocated for mandatory health insurance coverage, with government enforcement and increased funding to expand health access and reduce out-of-pocket spending.
- **Empowering Local Governments:** Local governments must be granted financial autonomy and operational stability to implement UHC effectively, as they are closest to the communities and can address social determinants of health.
- **Public-Private Integration (PPI):** There is a growing consensus on leveraging public-private partnerships for efficient healthcare delivery, especially in underserved areas and through innovative insurance models.
- **Investment Incentives for Healthcare:** The Nigerian Investment Promotion Commission (NIPC) offers incentives like tax exemptions to attract private investors, emphasizing the need to commercialize healthcare services sustainably.
- **Data-Driven Health Planning:** The panel called for improved data systems, including databases of vulnerable individuals and assessments of primary healthcare facilities, to drive evidence-based planning and policy implementation.
- **Addressing Workforce Shortages:** Suggestions included extending the retirement age for healthcare workers, recalling retired professionals, and implementing task-shifting strategies to bridge human resource gaps.

Recommendations/Action Points

1. HMCAN advocated for increased federal and state funding for healthcare, noting the current per capita healthcare spending is insufficient to achieve Universal Healthcare Coverage.
2. HMCAN also called for a nationwide awareness campaign (billboards, media jingles, flyers, townhalls) to educate the public on health insurance, akin to campaigns during currency redesigns.
3. ALGON emphasized the importance of strengthening Local Government's role in healthcare through the implementation of the Supreme Court ruling on Financial Autonomy with direct fund allocation to local councils.
4. ALGON also recommended using the National Social Register and NIN registration to identify and enroll vulnerable populations into BHCPF schemes.
5. NGF recommended that healthcare be framed as a business case to gain political buy-in from governors and policymakers.
6. NGF also advocated for the technical support to states for the review and domestication of the NHIA Act.



Dr. Egbe Osifo-Dawodu
Founding Partner, Anadach Group
MODERATOR



Dr. Leke Oshunniyi
Chairman, Health and Managed
Care Association of Nigeria, (HMCAN).



Dr. Ben Nkechika
Representing Hon. (Engr.) Bello Lawal,
Association of Local Governments of
Nigeria, (ALGON).



Dr. Chinekwu Oreh
Representing Dr. Ahmad Abdulwahb,
Nigerian Governors' Forum, NGF.



Mr. Oladipupo Baruwa
Policy and Business Analyst for
Nigerian Investment Promotion Commission,
(NIPC).

PANEL 2 DISCUSSION: LEVERAGING DIASPORA & DIGITAL TRANSFORMATION TO BUILD NIGERIA'S MEDICAL TOURISM HUB



Key challenges highlighted included the need to create a welcoming environment, modern facilities, and clear pathways for diaspora return and retention. Discussions also focused on telemedicine as a tool to improve rural access, reduce patient travel, and increase foreign exchange earnings, while stressing the importance of interoperable and multilingual EMR systems. Policy recommendations included establishing frameworks for cross-border care within ECOWAS, promoting Nigeria as a premium healthcare destination, and incentivizing international accreditation (e.g., JCI, ISU, GCI). The government was urged to invest in telemedicine infrastructure, support health workforce retention through competitive incentives, and integrate digital health into national insurance schemes. The role of the private sector, particularly corporate and telecom partners, was also emphasized in scaling digital health solutions.

Key Takeaways:

- **Diaspora as a Strategic Asset:** Nigerian diaspora healthcare professionals possess immense skills, capital, and knowledge that remain largely untapped. Their willingness to give back is evident, but systemic barriers persist.
- **Specialized Services & Medical Tourism:** Nigeria has the potential to position itself as a medical tourism destination, especially in specialized services like oncology, orthopedics, and diagnostics—provided infrastructure and communication improve.
- **Telemedicine as a Disruptive Force:** Telehealth is emerging as a transformative tool. Though underutilized in Nigeria, it offers vast opportunities for expanding access, especially in rural areas, and bridging local-global expertise.
- **Digital Transformation is Key to Integration:** Technology, including AI-enabled clinics, EMRs, and multilingual systems, can help unify fragmented systems and support both local and diaspora doctors to collaborate effectively.
- **Accreditation Builds Trust for Diaspora & Medical Tourists:** International accreditation (e.g., JCI, ISO) is crucial to attract diaspora doctors and patients. It signals quality and builds trust in Nigerian health facilities.

- **Public Sector Limitations Push Diaspora to Private Sector:** Most diaspora professionals avoid the public sector due to bureaucracy and lack of receptiveness, limiting their ability to impact systemic change and mentor younger professionals.
- **Narrative & Branding Matter in Healthcare:** Success in attracting diaspora patients and international clientele lies in clear, consistent storytelling. Hospitals like Duchess have succeeded by defining and communicating their unique value propositions.

Recommendations/Action Points:

- Duchess Hospital recommended that Nigeria must actively facilitate the re-entry of diaspora professionals into the healthcare system. The focus should be to reframe “Japa” as an opportunity and encourage doctors to train abroad and return with global expertise.
- Duchess Hospitals emphasized the need to introduce policies allowing Nigerian doctors to consult across ECOWAS and enable simplified cross-border healthcare operations and trade.
- DrugStoc recommended the introduction of policies allowing Nigerian doctors to consult across ECOWAS.
- DrugStoc encouraged medical specialization to boost medical tourism. He recommended the private-sector identify niche specialties (e.g., diagnostics, oncology) and market them across ECOWAS.
- MobiHealth International supported the promotion of Telemedicine via Policy and Insurance and advocated for national integration of telehealth into health insurance and public health programs.
- EHA Clinics encouraged more hospitals to pursue international certifications like JCI and ISO to build credibility.



Dr. Debo Odunlana
Moderator



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



Representative of Mr. Adam Thompson,
CEO & President, EHA Clinics



Dr. Leye Ajayi
Consultant Urological Surgeon,
St. John & St. Elizabeth & Wellington



Mr. Adham Yehia
Co-Founder, Drugstoc



Dr. Funmi Adewara
CEO, Mobihealth International

COMMISSIONERS' ROUNDTABLE- ENGAGING THE POLICY MAKERS

Is Your State Ready for Medical Tourism?



Key Takeaways

- **Public-Private Collaboration is Crucial for Medical Tourism:** The Commissioners emphasized the importance of public-private partnerships to reverse the trend of medical tourism.
- **Healthcare Workforce Shortages Must Be Addressed:** Human resource shortages in healthcare remain a significant challenge. Innovative solutions such as mentorship programs, retention incentives, and the integration of technology are needed to retain healthcare professionals in the country.
- **Investment in Healthcare Infrastructure is Essential:** States like Imo are focusing on healthcare infrastructure improvements and collaboration with diaspora physicians. Enhancing infrastructure and doctor remuneration will be key to creating a sustainable healthcare system that can compete with foreign alternatives.
- **Domestic Health Insurance is Key to Financial Sustainability:** States like Lagos are pushing for domestic health insurance with greater private sector involvement. Increased health insurance coverage provides more funding for local healthcare facilities, especially primary care services.
- **Integrating Private Healthcare Providers Enhances Access and Efficiency:** The integration of private healthcare providers into public systems, as seen in Ogun State's approach, can enhance efficiency, improve patient care, and make healthcare more accessible to the broader population.
- **Healthcare Quality Must Be Improved Through Regulation:** Regulations and quality of care standards from organizations like the Medical and Dental Council of Nigeria (MDCN) play a crucial role in improving healthcare delivery. States are actively working on implementing these quality guidelines to improve patient outcomes.

Recommendations/Action Plans

- Prof. Akin Abayomi recommended the adoption of the dual strategy of working towards universal healthcare coverage and medical tourism, which he mentioned is the goal Lagos is pursuing. He called for the domestication of the National Health Insurance Act to mandate insurance and integrate health into the mainstream economy.
- Dr. Tomi Coker advocated for the expansion and retention of Healthcare Human Resources. She called for increased training capacity for doctors and health workers to offset attrition as well as improved working conditions for healthcare providers.
- Dr. Coker also recommended the use of diaspora engagement and technology (e.g. virtual case reviews) to build local capacity.
- Dr. Success Prosper Ohayagha called for investment in Infrastructure & Specialist Centers. His recommendation was to focus on making healthcare facilities attractive and functional to retain professionals.
- Strengthening insurance coverage and encouraging private sector involvement to share the burden of service delivery.



Dr. Femi Akingbade
Moderator



Dr. Tomi Coker,
Commissioner of Health,
Ogun State



Prof. Akin Abayomi
Commissioner of Health,
Lagos State



Dr. Success Prosper Ohayagha
Commissioner of Health,
Imo State

Conclusion

The 2025 Annual Conference of the Healthcare Federation of Nigeria (HFN) marked a pivotal moment in the nation's healthcare journey, celebrating a decade of private sector leadership while charting bold, collective actions for the future. Anchored by the theme "Expanding Access to Quality Healthcare: Transforming Nigeria through Innovation, Partnership, and Sustainability," the conference convened diverse stakeholders who collectively reaffirmed that achieving Universal Health Coverage (UHC) and reversing medical tourism requires systemic reform, robust public-private partnerships, and strategic investment in human capital, infrastructure, and digital transformation. Through in-depth panel discussions, expert presentations, and policy dialogues, clear priorities emerged: local manufacturing, regulatory modernization, sustainable financing, health insurance expansion, diaspora engagement, and improved healthcare quality standards. The conference solidified HFN's role as a catalyst for cross-sector collaboration, and its outcomes will serve as a springboard for renewed advocacy, inclusive policy formulation, and the creation of an equitable, high-quality healthcare system for all Nigerians.

PHOTO GALLERY



Appreciation

We express our heartfelt gratitude to everyone who contributed to the success of our 2025 Conference. Special thanks go to the inspiring speakers and panelists, supportive sponsors and partners, dedicated planning committee and volunteers, and active attendees. Each contribution, big or small, has helped make this conference a milestone event and a powerful catalyst for progress in Nigeria's healthcare sector. Together, it has sparked hope and collaboration for a healthier future.

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