

THE HEALTHCARE FEDERATION OF NIGERIA

In partnership with WHX Lagos

2025

Healthcare Leadership Conference

REPORT

Theme:

**Accelerating Universal Health Coverage (UHC) and Health Sovereignty:
Scaling Up Best Practices through Public-Private Integration**



2 June, 2025



Landmark Centre, Lagos, Nigeria

Pharm+Access



BridgeClinic



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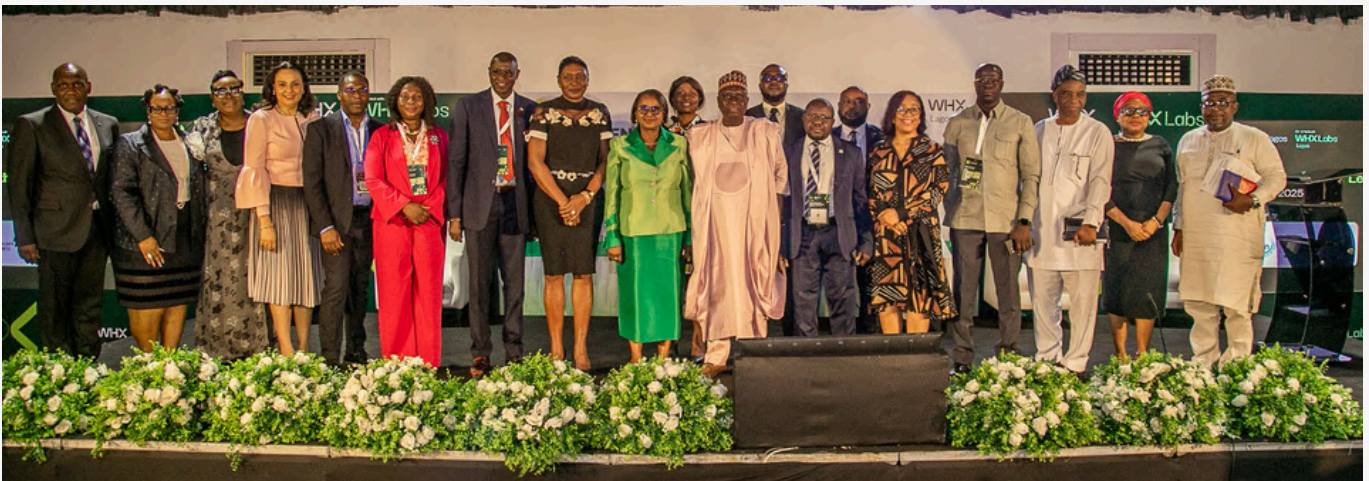
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INTRODUCTION

The 2025 Healthcare Leadership Conference hosted by the Healthcare Federation of Nigeria (HFN), in partnership with WHX Lagos, themed “Accelerating UHC and Health Sovereignty: Scaling Up Best Practices Through Public-Private Integration,” convened distinguished leaders, policymakers, and system innovators to advance Nigeria’s journey toward Universal Health Coverage (UHC) and health sovereignty. The conference delivered not just vision, but actionable roadmaps.



Core Objective of the HFC Healthcare Leadership Conference

- Advancing Public-Private Partnerships (PPPs) at the Primary Healthcare (PHC) Level.
- Driving Digital Transformations and Innovation in Healthcare.
- Supporting policy frameworks that foster private sector engagement.
- Building Capacity and Enhancing the Healthcare Workforce.
- Strengthening Local Manufacturing for Health Security and Self-Sufficiency.
- Implementing Quality Frameworks for Healthcare Delivery.
- Fostering partnerships to improve private sector access to finance, including support from the diaspora and international investors.



WELCOME ADDRESS

Njide Ndili,
President, Healthcare Federation of Nigeria,
Country Director, PharmAccess Nigeria.

In her welcome address, Njide Ndili, President of HFN and Country Director of PharmAccess Nigeria, opened the forum by presenting HFN's position as being at the forefront of harmonizing the private sector healthcare service providers and bridging the gap between the government and the private sector healthcare service providers. She emphasized that Nigeria's fragmented healthcare landscape can no longer afford to treat the private sector as peripheral, considering the challenges the healthcare sector is facing around the world, with international aid declining and healthcare demands rising, Nigeria must build a more resilient, self-sustaining system. She further affirmed that achieving Universal Health Coverage and health sovereignty requires scaling local solutions through strong public-private collaboration



She pointed out areas of impact by HFN since inception, such as:

- Championed Private Sector Integration in Nigeria's COVID-19 Response
- Advocated for Import Duty and VAT Waivers on Pharmaceutical Raw Materials— Engaged Closely with Nigeria Customs Service
- Advocated the Inclusion of First Responder Protections in the National Emergency Services Agency Bill (Good Samaritan's Law)
- Enabled Public-Private Partnership for Delta State PHC Revitalization
- Spearheaded Advocacy for Catastrophic Health Fund (Cancer Health Fund)

- Represented the Private Sector in the World Bank's Regional Health Strategy Consultation
- Facilitated the Netherlands Healthcare Trade Mission and Business Matchmaking Forum for HFN Members
- HFN's Advocacy Contributed to the Issuance of the Presidential Executive Order on Zero Tax and Import Duties on Active Pharmaceutical Ingredients
- Empowering Women in Healthcare Through the HFN Women's Forum

She identified the key areas of the Conference Strategic Focus:-

- **Set the Agenda for Health Sovereignty:** Elevate Nigeria's healthcare future by shaping policies and partnerships that reduce dependence on aid and strengthen self-reliance
- **Accelerate UHC through Scalable Models:** Showcase and scale proven public-private solutions that improve access, equity, and quality in healthcare delivery across Nigeria
- **Unify Leadership Across Sectors:** Convene decision-makers from government, private sector, development partners, and academia to co-create a shared vision for reform

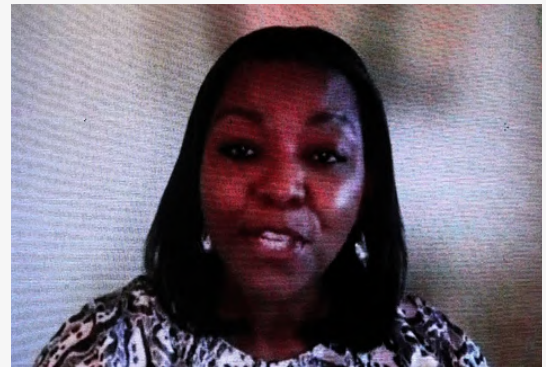
In conclusion, she announced the appointment of Dr.Olufemi Akingbade, FNCS, as the new Executive Secretary of the HFN, noting that his stewardship will bring invaluable insights shaped by years of dedication and success, and his experience in both the public and private sectors will help HFN accelerate its vision for public-private integration.



SPECIAL REMARKS

**Mrs. Bola Adesola,
Chairman, Board of Trustees HFN**

Mrs. Bola Adesola's remarks at the HFN Healthcare Leadership Conference 2025 emphasized the urgent need for stronger collaboration between the public and private sectors to improve healthcare in Nigeria. She highlighted the financial strain on Nigerians, with over 90% of health spending coming out of pocket, making healthcare inaccessible for many, especially the 40% living below the poverty line. While the private sector provides 60% of services, its exclusion from national planning limits progress. This conference aims to foster practical discussions, ensuring scalable solutions rather than just talk.



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Our vision is that every Nigerian, no matter where they live, what they do or how much they earn, should have access to quality healthcare without falling into financial hardship.

She identified three major obstacles to achieving Universal Health Coverage: inadequate healthcare financing, poor access in underserved areas, and weak regulatory oversight. Expanding health insurance and digitizing the NHIA Act will reduce out-of-pocket expenses. Telemedicine and mobile clinics can bridge gaps in rural access, but policy support and investment are needed to scale them. Strengthening healthcare regulations will ensure quality standards and better coordination among providers. HFN's advocacy has already led to zero tariffs on pharmaceutical ingredients and played a key role in Nigeria's COVID-19 response.

Adesola urged stakeholders to think as stewards of change, driving system-wide transformation through homegrown solutions, private-sector innovation, and patient-centered policies. She reaffirmed HFN's commitment to bold ideas and sustained action, ensuring that no Nigerian is left behind in healthcare access.

GOODWILL MESSAGES

Dr. Lynda Decker,
1st Vice President, West Africa Private Healthcare Federation (WAPHF/FOASPS)

In her goodwill message, Dr. Lynda Decker emphasizes the urgent need for Africa to pivot in healthcare amid global shifts. She highlights the importance of self-funded, sustainable health systems and the role of the private sector in achieving financial stability. With financial partners withdrawing, she urges collaboration between public and private sectors to build resilient healthcare structures. She congratulates the HealthCare Federation of Nigeria and expresses hope for productive discussions. Additionally, she calls for increased private sector engagement in Gambia and Senegal, aiming to strengthen healthcare partnerships.



Lamin Dampha,
Permanent Secretary and Deputy Minister for Health Gambia

In his goodwill message, the Gambia Deputy Minister of Health expresses gratitude for the opportunity to discuss healthcare challenges and solutions. He highlights the need for increased private-sector involvement in financing health systems, especially as foreign aid declines. He acknowledges geopolitical shifts, particularly regarding USAID funding, and stresses the urgency of sustainable financing. Innovation in funding models is essential to ensure a resilient healthcare system that meets public needs. He encourages dialogue and collaboration to explore new strategies for financial stability.



**Professor. Bekaye Fall,
Head of the Laboratory System at the Ministry of Health,
Senegal**

On behalf of the Ministry of Health, Senegal, extends heartfelt gratitude to Healthcare Federation of Nigeria for their warm invitation and opportunity to share experiences. . As brothers in West Africa, this collaboration strengthens our bond, and we look forward to future exchanges, including welcoming our Nigerian friends to Dakar. Wishing everyone continued success and prosperity in our shared mission to improve healthcare.



EVENT GALLERY



KEYNOTE ADDRESS

Distinguished Senator Dr. Ipalibo Harry Banigo, Chairman, Senate Committee on Health, at The National Assembly

Distinguished Senator Dr. Ipalibo Harry Banigo set the stage by acknowledging Nigeria's healthcare sector's defining moment. She painted a vivid picture of the nation's healthcare landscape, balancing persistent challenges—underfunding, professional exodus, and systemic inefficiencies—against the promise of digital advancements and growing political will. She stressed that the path forward demands a deliberate, structured collaboration between public and private stakeholders, with integration no longer being a choice but an urgent necessity.



“Integration is not a theoretical concept to debate. It's an absolute necessity for our nation's finances and for delivering care to all people.

She outlined key pillars of this transformation, emphasizing the potential of Public-Private Partnerships (PPPs) to unlock healthcare accessibility, affordability, and innovation. She highlighted successful models, such as private sector inclusion in National Health Insurance Authority coverage, public incentives supporting digital health platforms, and structured training reforms for nurses and frontline health workers. These, she argued, are not isolated efforts but integral to ensuring rural and vulnerable populations receive equitable care, eliminating inefficiencies and bureaucratic stagnation.

Her speech culminated in a rousing call to action, urging policymakers, industry leaders, and civil society to shift from passive engagement to active participation in healthcare transformation. “Governments must evolve from regulators to dynamic enablers, ensuring our health sector thrives through collaboration, trust, and accountability,” she declared. Her words were a rallying cry for stakeholders to view themselves not as isolated entities but as indispensable partners in Nigeria's journey toward health sovereignty.

PRESENTATION 1

Scaling Up Universal Health Coverage Through Digital & Mobile Technology: Practical Roadmap & Innovations

Kaakpema Yelapaala,
Senior Fellow & Lecturer, Faculty Director,
InnovateHealth Yale, Yale School of Public Health

In his presentation, Kaakpema outlined a roadmap for Universal Health Coverage in Sub-Saharan Africa via digital and mobile technology. His presentation emphasized that robust digital infrastructure—improved power, connectivity, and cloud services—is vital for health sector transformation. Sub-Saharan Africa leads in mobile money, with 280 million active accounts and significant global transactions, yet faces challenges like unstable energy and data pipelines. He also highlights potential annual savings of \$250–\$500M from digitizing health interventions and highlights local GPU supercomputer initiatives to support AI diagnostics and precision medicine.



Technology is an enabler of UHC, better health outcomes, and efficiency—but technology alone isn't the solution; without a robust health system on the fundamentals, we won't get there.

Key Highlights

- **Critical Digital Infrastructure:**
A robust digital foundation—including reliable power, connectivity, and cloud services—is essential for the scalable digital transformation of healthcare in SSA.
- **Expanding AI Use with Real-world Impacts:**
AI applications are improving clinical decision-making, diagnostic accuracy, and operational efficiency, which are vital for addressing the region's health worker shortages and service delivery challenges.
- **Localized AI and Language Adaptation:**
Studies show that AI models experience up to a 20% drop in performance with African languages, but culturally adapted models and high-quality local data can improve accuracy by 14–15%.
Integration of Mobile and Cloud Technologies:

➤ **Digital Transformation of the Health Sector to Support UHC Relies on Core Infrastructure:**

Despite 280 M+ mobile-money users proving mobile reach, chronic power outages, patchy internet, uneven cloud/data infrastructure, and limited digital literacy could choke the scale-up of AI-driven health tools in Sub-Saharan Africa..

➤ **Digital Transformation Delivers Financial and Health Returns:**

Digitizing 24 priority health interventions—powered by AI-enabled diagnostics, digital assistants, and end-to-end e-workflows—could save Nigeria and Kenya up to \$500 million every year while accelerating diagnoses, freeing health workers, and extending quality care to remote areas.

Key Outcomes and Recommendations

➤ **Enhance Investment in Digital Public Infrastructure:**

Governments and stakeholders should substantially invest in foundational digital infrastructure—power, connectivity, cloud hosting, and data governance—to facilitate robust digital health transformation.

➤ **Conduct Comprehensive Digital Health Readiness Assessments:**

Initiate tailored assessments to identify gaps in existing digital infrastructure, digital literacy, and capabilities, ensuring that interventions are grounded in local realities and emerging AI technologies.

➤ **Enhance Localization of AI Models:**

Focus on developing and fine-tuning AI and LLMs to support major African languages to close the performance gap and boost local relevance, ensuring the technology is equitable and culturally responsive.

➤ **Foster Strategic Public–Private Partnerships:**

Encourage collaboration among government bodies, telecom operators, tech firms, and health innovators to co-create integrated and scalable digital health solutions, leveraging shared investments for mutual benefit.

➤ **Establish Clear Regulatory Frameworks:**

Develop and enforce policies around data privacy, cross-border data flow, and AI ethics to build trust among investors, innovators, and the public and to accelerate the safe deployment of digital health tools.

➤ **Create Pilot-to-Scale Innovation Sandboxes:**

Establish controlled environments (sandboxes) that allow for rapid prototyping, testing, and scaling of digital health solutions with ethical guardrails, ensuring sustained innovation with measurable outcomes.

➤ **Strengthen Inter-Ministerial Coordination:**

Promote alignment between health, ICT, finance, and security ministries to ensure coherent policy development, shared cost-benefit analysis, and smooth implementation of digital transformation initiatives across all levels.

He concludes by urging investments in digital public infrastructure, regulatory clarity, and inter-ministerial collaboration to accelerate scalable, localized digital health solutions and secure SSA's competitive edge.



PRESENTATION 2

Lessons from Other Countries: Successful models of public-private collaboration in achieving UHC

Dr. Olumide Okunola,
Senior Health Specialist, World Bank Group

Dr. Olumide Okunola's presentation explored successful public-private collaboration models from various countries in achieving Universal Health Coverage (UHC). He emphasized the importance of service contracts over complex infrastructure deals, using examples from Peru's cervical cancer screening and Kenya's large-scale equipment procurement. He highlighted how structured government policies and financial incentives drive private sector involvement, ensuring sustainable healthcare expansion. Dr. Okunola underscored the necessity of government-backed financing for healthcare accessibility and economic development while advocating for strategic partnerships that optimize resources and reduce costs.



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For Universal Health Coverage, public financing is mandated; without it, we can't take people out of poverty and we cannot achieve the kind of economic growth and development we require.

Key Highlights

- **Simplified Service Contracts:** Countries like Peru and Kenya leveraged targeted service agreements to scale critical healthcare services efficiently.
- **Private Sector Engagement:** Financial incentives and policy support encourage businesses to invest in healthcare, boosting accessibility and innovation.
- **Digital Health Integration:** Mobile technology offers a faster, scalable alternative to traditional infrastructure-heavy healthcare investments.
- **Sustainable Financing for UHC:** Public financing is essential to reducing healthcare costs, improving services, and driving economic growth.

Key Outcomes and Recommendations

- **Expand Service-Based PPP Models:**
Focus on scalable service contracts rather than complex infrastructure projects to achieve faster implementation.
- **Improve Policy Frameworks:**
Governments must update healthcare policies to attract private sector investments through tax relief and subsidies.
- **Leverage Digital Health Solutions:**
Countries should invest in mobile-based healthcare solutions for cost-effective expansion.
- **Strengthen Financial Commitments:**
Prioritizing healthcare financing ensures long-term sustainability and equitable access to quality services.



PRESENTATION 3

Quality as the Cornerstone of UHC: Strengthening The Healthcare Value Chain for Better Outcomes

Dr. Adedamola Dada,
Former Chief Medical Director FMC Ebute- Metta

Dr. Dada emphasized that achieving Universal Health Coverage (UHC) without quality is ineffective and unsustainable. Using global examples from Rwanda, Thailand, and India, he highlighted how investment in quality—through infrastructure, workforce, and governance—directly improves health outcomes.

He introduced the WHO's seven dimensions of quality care and argued that quality strengthens patient trust, service utilization, and system efficiency.



He identified Nigeria's major challenges, including poor infrastructure, high out-of-pocket costs, and workforce shortages. His proposed solution was a comprehensive framework integrating governance reforms, provider training, improved infrastructure, and robust monitoring. He concluded by calling for multi-stakeholder collaboration and policy reform to embed quality as non-negotiable in Nigeria's UHC journey.

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As a matter of fact, poor quality care is wasteful and imputes far more resources than you would have used if you had gotten it right in the first instance.

Key Highlights

► **Quality as the Core Principle:**

The presentation asserts that high-quality care is essential for UHC, emphasizing that access without quality is both dangerous and wasteful.

► **Healthcare Value Chain Emphasis:**

Strengthening every stage—from product creation to post-care support—is crucial for ensuring that patients receive safe and effective treatment.

► **Global Case Studies:**

Rwanda, Thailand, and India are showcased as successful examples where strategic investments in quality have led to measurable improvements in health outcomes.

Key Outcomes and Recommendations

► **Make Quality Non-Negotiable:**

Embed quality as a core principle in all health policies, programmes, and interventions. Quality builds trust, drives willingness to prepay for health insurance,

► **Enhance Governance and Financing:**

Increase health funding, improve transparency, and implement quality-linked performance payments to promote accountability.

► **Invest in Workforce Development:**

Invest in continuous professional development, enforce competency-based licensing, and adopt strong retention strategies to mitigate brain drain.

► **Invest in Infrastructure and Supply Chain Upgrades:**

Standardize procurement processes, ensure regular facility accreditation and maintenance, and invest in infrastructural improvements.

Introduce Integrated Service Delivery:

► Strengthen primary healthcare as the entry point for patient care, and use clinical guidelines and decision support tools to improve care coordination.

► **Adoption of Robust Monitoring and Evaluation:**

Quality systems like SafeCare and digital health information systems should be used to track patient outcomes and feedback in real time.

► **Leverage Strategic Public-Private Partnerships:**

To sustain quality improvements resources, the public sector should leverage the expertise from the private sector and development partners.

► **Establish Policy and Regulatory Reforms:**

To achieve high-quality and equitable healthcare, Government should establish clear national quality frameworks and quality standards, linking regulatory oversight with UHC goals.

PRESENTATION 4

Strengthening Nigeria's Health System: The Role of Group Practice in Enhancing Efficiency & Access

Dr. Nkata Chuku,
Founding Partner, Health Systems Consult (HSCL)

Dr. Nkata Chuku identified the dominance of solo medical practices as inefficient and fragmented, proposing group practices as a scalable solution. By sharing resources and coordinating care, group practices can improve efficiency, reduce costs, and enhance health outcomes. Drawing from successful global models like Aga Khan and Evercare, he advocated for robust governance, digital integration, and community-based care. He urged policy reforms, financial incentives, and pilot programs to localize and scale the group practice model for a more sustainable healthcare system in Nigeria.



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Even if we had enough money to provide health insurance to every Nigerian, we would not have the facilities to deliver those services where people live if we wait for the public sector to build them.

Key Highlights

- **Fragmented Care:**
Siloed individual practices result in inefficient resource use and inconsistent care delivery.
- **Group Practice Concept:**
Group practices encourage resource sharing, coordinated care, and integrated administrative functions.
- **Cost Efficiency:**
Group practice models can reduce administrative costs by 15–20% compared to solo practices.
- **Global Best Practices:**
Models from Aga Khan, Life Healthcare, Evercare, and AAR Healthcare serve as benchmarks.

Key Outcomes and Recommendations

- **Adoption of Group Practice Models:**
Encourage the formation of integrated group practices to streamline service delivery.
- **Implementation of Policy Incentives:**
Advocacy for the implementation of government incentives, regulatory reforms, and clear policy frameworks to support group practices.
- **Innovative Financial Models:**
Facilitate access to capital through public–private partnerships and tailored financing solutions.
- **Digital Transformation:**
Invest in electronic health records and digital health platforms to enhance operational efficiency.
- **Continuous Professional Development:**
Promote robust training, standardization, and peer-review mechanisms for health professionals.
- **Pilot Programs:**
Launch evidence-based pilot projects to validate and refine group practice models in different regions.
- **Strengthen Referral Systems:**
Improve coordination among primary, secondary, and tertiary facilities to boost patient outcomes and access.

These insights underline a transformative pathway for Nigeria's health system, emphasizing that group practice can unlock greater efficiency, lower costs, and improve healthcare equity across the nation.



PRESENTATION 5

Strengthening Nigeria's Health System: The Role of Group Practice in Enhancing Efficiency & Access

Distinguished Senator Dr. Ibrahim Oloriegbe, Chairman, National Health Insurance Authority (NHIA)

He presented the NHIA Act as a foundational step toward achieving Universal Health Coverage (UHC) by mandating health insurance for all residents, including short-term visitors to Nigeria. He highlighted NHIA's goal of consolidating fragmented insurance schemes into an integrated system and emphasized the importance of the Vulnerable Group Fund to support low-income populations.

He highlighted key opportunities that included using technology for innovative financing and enforcing mandatory insurance for organizations.



However, he noted implementation challenges such as fund misallocation and institutional resistance. He called for urgent amendments, better fund management, and stronger public-private collaboration to realize NHIA's full potential.

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Most vulnerable populations are served by private sector and faith-based organizations, and unless we adjust the Basic Healthcare Provision Fund guidelines to include them, we won't reach those groups.

Key Highlights

- **Risk Pool Expansion:** Aims to enlarge the risk pool through cross-subsidization to reduce out-of-pocket expenses.
- **Vulnerable Group Fund:** Establishes a fund to support financially vulnerable populations, although its allocation faces challenges.

- **Innovative Financing Ideas:** Proposals such as using mobile call charges for funding were discussed.
- **Streamlining HMOs and TPAs:** The act seeks to better coordinate the roles of HMOs and TPAs to improve insurance coverage.

Key Outcomes and Recommendations

- **Amend Fund Allocation:**
Enact amendments to ensure the Vulnerable Group Fund is managed within NHIA, not diverted to other ministries.
- **Strengthen Regulatory Oversight:**
Enhance NHIA's authority to license and integrate all public and private insurance schemes.
- **Introduction of innovative Financing Models:**
Explore innovative revenue-generating ideas (e.g., small levies on mobile calls) to supplement funding.
- **Mandating Employer-Based Insurance:**
Enforce mandatory insurance for organizations with more than five employees to broaden coverage.
- **Enhanced Public-Private Collaboration:**
Develop clear frameworks to integrate HMOs, TPAs, and healthcare providers effectively.
- **Digital Health Integration:**
Utilize digital technologies to streamline evidence-based decision-making and improve service delivery.
- **Strengthening Inter-Agency Stakeholder Co-ordination:**
Foster continuous dialogue among policymakers, finance authorities, and industry players to resolve implementation challenges and build sustainable UHC initiatives.

These insights encapsulate the vision and challenges of the NHIA Act, highlighting both the transformative potential and the necessary steps toward a more integrated, efficient, and equitable healthcare system in Nigeria.

PANEL SESSION

Bridging the Public-Private Divide: Strengthening Collaboration for Health Sovereignty



The panel highlighted the essential role of public-private partnerships (PPPs) in transforming Nigeria's healthcare system. Panelists advocated for stronger policies to boost local pharmaceutical manufacturing, reduce import dependence, and establish cost-saving industrial clusters.

They emphasized community-led models like "Adopt a PHC," trust-building in primary care, and the integration of digital health in rural areas. Legal reforms were proposed to ensure PPP stability beyond political cycles. Overall, the discussion reinforced that achieving UHC requires sustained public funding, robust PPP frameworks, and clearly defined stakeholder roles to drive health sovereignty and system resilience.

Key Highlights

- Pharm. Kenneth Onuegbu, emphasized the need for more encouragement for locally manufactured drug medicine over importation, stressing that "No nation can say that they have achieved drug medicine security, if a hundred percent of the API are imported. He also pointed out that, four years ago, Nigeria had about 120 pharmaceutical manufacturers; as a result of direct engagement with the government, there was an increase of about 174. He also noted that the next couple of years will witness more growth in the number of pharmaceutical companies to 300, as plans are already in place for the creation of a pharmaceutical hub.

- Chika Offor shed light on the need for quality service delivery that makes the citizenry trust the system. In her words, “Vaccines, primary health care is based on trust. And once we have that deficit of trust, there's a problem.” She added that “trust is the first structure, the citizens must trust the system. The citizens must trust that they will get what they want from the system.” She underscores that the government must lead in funding and managing affordable healthcare for the marginalized, particularly ensuring free immunization for vulnerable children. She stresses that while government initiatives such as the National Health Act and catalytic funds for primary health centers are vital, they are not enough. For sustainable progress, Public-Private Partnerships, CSOs, community groups, and engaged citizens must unite to support and monitor healthcare infrastructure. Innovative adoption programs and predictable funding streams are key to making sure that universal health coverage effectively reaches those most in need and secures community resilience.
- Dr. Shamsuddeen Aliyu, expanded on the need for Strong government policies that are crucial in creating an enabling environment and harnessing public-private partnerships to spur healthcare investments that provide both social reform and financial returns. He emphasizes that modern government policies and incentives are imperative to attract private sector involvement in local healthcare projects, including hospitals, diagnostic centers, and dialysis units. He argues that government support and cost-sharing measures can transform outdated policies. Ultimately, he envisions a sustainable system where collaborative funding, efficient management, and progressive regulation guarantee quality, accessible care for communities, fostering lasting impact. This benefits all.
- Prof. Cheluchi Onyemelukwe, said Public-Private Partnerships (PPP) must be clearly structured to ensure government involvement focuses on improving healthcare outcomes, while the private sector is incentivized through well-defined policies that encourage long-term investment. She noted that the Government should approach PPP as a solution to fill service gaps, outlining actionable incentives such as tax breaks, land grants, and support for digital health innovation. She emphasizes that these measures, alongside defined timeframes, legal frameworks, and coordinated roles across federal, state, and local levels, can enable the private sector to profit while ensuring sustainable, quality care.

Key Outcomes and Recommendations

- **Establishing a Pharmaceutical Hub:**
Developing a unified system where multiple pharmaceutical companies operate within a shared infrastructure—common roads, water, and electricity—to significantly reduce production costs, ensuring affordable medications for consumers.
- **Strengthening PPP Governance:**
Revising the legal framework of the Public-Private Partnership (PPP) within the Health Policy Act to enhance efficiency, sustainability, and continuous improvement in healthcare delivery.
- **Advancing Local Drug Manufacturing:**
Prioritizing homegrown pharmaceutical production by fostering collective investment in manufacturing plants, recognizing that drug security requires proactive commitment rather than external dependence.
- **Funding for Primary Health Care:**
The government must take the lead in financing UHC, ensuring predictable and adequate funding for essential healthcare services, including immunization and vaccine availability for vulnerable populations.
- **Community Involvement & PPP Support:**
Initiatives such as the Adopt a PHC program encourage local community ownership of healthcare facilities, promoting accountability and sustainability. Public-private partnerships (PPPs) should be strengthened to enhance healthcare infrastructure and services.
- **Policy Reform to Drive Private Investment:**
Updating outdated healthcare policies to encourage private sector involvement by offering incentives, subsidies, and a structured Public-Private Partnership (PPP) framework that makes healthcare investments more attractive.
- **Sustainable Healthcare Investment Models:**
Ensuring that PPP arrangements are structured for long-term sustainability, where government subsidies make essential healthcare services affordable while private sector participation guarantees efficiency, accessibility, and continuous provision of consumables.

► **Clear Incentives for Private Sector Engagement:**

Policies should specify incentives such as tax relief, provision of infrastructure like land and power, and support for digital health solutions to attract private sector investment in healthcare.

Well-Defined Governance Structures for PPPs:

- Ensuring the right stakeholders—local, state, and federal governments—are properly involved in agreements to maintain sustainability and prevent disruptions due to administrative changes.

The 2025 HFN Healthcare Leadership Conference reaffirmed that achieving Universal Health Coverage and national health sovereignty is possible through deliberate public-private collaboration. It concluded with a unified call to action: to deepen policy reform, scale local solutions, and institutionalize innovation and partnership as pillars of sustainable healthcare transformation.



Pharm. Kenneth Onuegbu
National Chairman, Association
of Industrial Pharmacists of
Nigeria (NAIP)



Chika Offor
CEO, Vaccine Network for Disease
Control (VNDC)



Dr. Shamsudden Aliyu
CEO, Foresight Healthcare,
Vice Chairman Sahad Hospitals



Prof Cheluchi Onyemelukwe
Managing Partner,
Health Ethics and Law Consulting



Moderator:
Dr. Ayodele Benson-Cole
First Vice-President
Healthcare Federation of Nigeria (HFN),
CEO, Benson Coleman and Associates



Call to ACTION

The 2025 HFN Healthcare Leadership Conference has laid out an urgent and transformative agenda—one that requires immediate action from policymakers, healthcare providers, technology innovators, private sector leaders, public sector institutions, and civil society. We stand at a pivotal moment where Nigeria's healthcare future depends on breaking silos, forging partnerships, and scaling best practices to ensure equitable access to healthcare for all citizens.

For Policymakers:

- **Legislate for Healthcare Sustainability:** Strengthen policies to enforce mandatory health insurance, streamline healthcare financing, and enhance regulatory oversight to reduce out-of-pocket healthcare expenses.
- **Strengthen Local Pharmaceutical Manufacturing:** Implement tax incentives and industrial hubs to reduce dependence on imported pharmaceutical ingredients and ensure national medicine security.
- **Regulatory Overhaul for Quality Healthcare:** Enforce standardized healthcare quality frameworks that promote efficiency, patient-centered care, and improved health outcomes.

For Healthcare Providers:

- **Integrate Group Practice Models:** Shift from fragmented solo practices to collaborative group models, improving efficiency, referrals, and resource utilization.
- **Prioritize Workforce Development:** Invest in continuous training programs to retain skilled professionals and address Nigeria's healthcare workforce shortages.

For Technology Innovators:

- **Develop Scalable Digital Infrastructure:** Strengthen connectivity, cloud services, and AI-driven healthcare systems to support efficient, data-driven patient care.
- **Enhance AI for African Contexts:** Close the 20% performance gap in AI models for African languages through culturally adapted datasets and machine learning advancements.
- **Drive Mobile Money Integration for Health Financing:** Expand the use of mobile financial platforms to create innovative healthcare payment models, ensuring inclusivity.

For Private and Public Sector Leaders:

- Scale Up Investments in Digital Health: Align healthcare financing with modern technology solutions, including AI, telemedicine, and mobile-based interventions.
- Ensure Sustainable PPP Commitments: Engage in long-term, transparent public-private collaborations to secure healthcare sovereignty and eliminate inefficiencies.
- Strengthen Healthcare Supply Chains: Partner with local manufacturers to enhance drug security and stabilize essential medical supply chains.

For Civil Society Organizations:

- Foster Community-Led Healthcare Initiatives: Expand models such as Adopt a PHC to improve healthcare accessibility and local trust in medical institutions.
- Advocate for Vulnerable Populations: Push for stronger funding mechanisms to protect low-income individuals and ensure equitable healthcare access.
- Drive Public Awareness on UHC: Educate citizens on their healthcare rights and mobilize communities to demand government accountability in health reform policies.

Conclusion:

This is a defining moment for Nigeria's healthcare sector—a chance to move beyond rhetoric and into action. We must dismantle barriers, invest strategically, and co-create solutions that ensure Universal Health Coverage and health sovereignty. The private sector, public institutions, and civil society must step forward as enablers of change rather than passive participants.



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SUMMARY OF BENEFITS TO MEMBERS

ADVOCACY/ PUBLIC-PRIVATE ENGAGEMENT PROJECT



READ MORE

Healthcare Federation of Nigeria (HFN) is actively involved in advocacy work through different fora, for better policies for members operating in the Health Sector. Example is progress with Ministries of Finance and Health regarding the HS Code issues faced by medical equipment and consumables importers .

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Members of HFN participate in high level meetings which bring together government officials and other key stakeholders to discuss pertinent policy issues affecting the Health sector. Previous Breakfast Meeting includes meeting with the Governor of Lagos state, Minister of Health etc. Details of these breakfast meetings are made available to Members.

NETWORKING/HIGH PROFILE BREAKFAST MEETINGS

ACCESS TO FINANCE, CAPACITY DEVELOPMENT AND BUSINESS LINKAGES



READ MORE

Sterling Bank- HFN access to finance program is an ongoing finance package open and accessible to HFN Members. The finance program includes but not limited to finance for equipment purchase, infrastructure and operations.

READ MORE



Insights and trends on the health industry, policies, reports and various sector relevant content are made available to members using different channels including members' messaging groups, emails, webinars, etc.

ACCESS TO INDUSTRY INFORMATION FOR MEMBERS ONLY

PARTNERSHIP & ENGAGEMENT WITH INTERNATIONAL ORGANIZATIONS



READ MORE

HFN partners with different organizations in mutually befitting arrangements ensuring sustainability through coherent and organic engagements with benefits enjoyed exclusively by HFN members

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Bank, Ikoyi, Lagos State, Nigeria

CONTACT US

Phone Number

+234 703 851 9794

info@hfnigeria.com



Appreciation

A special appreciation goes to our visionary speakers and panelists, whose insights shaped meaningful discussions, our valued sponsors and partners, whose unwavering support made this event possible, and our dedicated planning committee and volunteers, whose tireless efforts ensured a seamless experience. To our engaged attendees, your enthusiasm and active participation brought the conference to life.

Together, we have ignited hope, strengthened collaboration, and set a course for a healthier, more resilient future. Thank you for being part of this transformative journey.

Healthcare Federation of Nigeria
3rd floor, 109, Awolowo Rd,
Opp Standard Chartered Bank,
Ikoyi, Lagos

www.hfnigeria.com
info@hfnigeria.com
[+2347030567554](tel:+2347030567554)

THE HEALTHCARE FEDERATION OF NIGERIA

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2025 Healthcare Leadership Conference REPORT

Theme:

**Accelerating Universal Health Coverage (UHC) and Health Sovereignty:
Scaling Up Best Practices through Public-Private Integration**

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