

A monthly Publication of Federal Ministry of Health and Social Welfare

ON @CALL

RESILIENT

HEALTH & SOCIAL WELFARE UPDATE



RESILIENT

Building the Systems
That Never Stop

HEALTH SECTOR STRATEGIC BLUEPRINT 2023-2027

Our goal is to save lives, reduce both physical and financial pain and produce health for ALL Nigerians

Outcomes we want to achieve include improvement in mortality and morbidity rates, drop in out-of-pocket expenditure by patients and reduction in difference in health outcomes between different income quartiles



Effective governance

- Strengthen oversight and effective implementation of the National Health Act
- Increase accountability to and participation of relevant stakeholders and Nigerian citizens
- Strengthen regulatory capacity to foster the highest standards of service provision
- Improve cross-functional coordination & effective partnerships to drive delivery



Efficient, equitable and quality health system

- Drive health promotion in a multi-sectoral way (incl. intersectionality with education, environment, WASH and Nutrition)
- Strengthen prevention through primary health care and community health care
- Improve quality of care and service delivery across public (secondary, tertiary and quaternary) and private health care providers
- Improve equity and affordability of quality care for patients, expand insurance.
- Revitalize the end-to-end (production to retention) healthcare workers pipeline



unlocking value chains

- Promote clinical research and development
- Stimulate local promotion of health products
- Shape markets to ensure sustainable local demand
- Strengthen supply chain



Health Security

- Improve the ability the ability to detect, prevent and respond to public health threats (eg. Cholera, Lassa)
- Build climate resiliency for the health system in collaboration with all other sectors

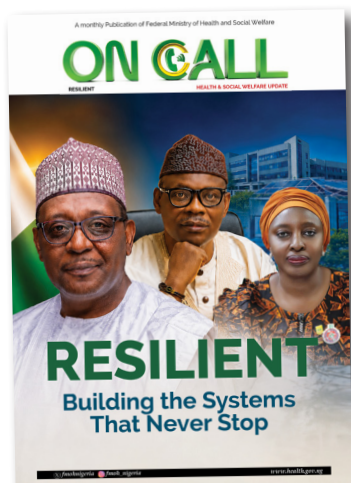
Data & Digitization: Digitize the health system & have data backed decision making

Financing: Increase effectiveness of spend and alignment of spend with strategic priorities

Culture & Talent within MDAs: Strengthen skills, capabilities & values and drive a performance-based culture within the FMoH

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EDITOR'S NOTE

Daju Kachollom S. mni
Permanent Secretary

Resilience Is Built, Not Inherited

As we reach the midpoint of 2026, this edition of ON CALL offers an opportunity to reflect not only on how far Nigeria's health sector has come, but more importantly, on the kind of health system we are deliberately building for the future. Resilience is often measured by how well a system responds in moments of crisis. Yet, the strongest health systems are not built during emergencies. They are built long before they are tested through deliberate planning, strategic investment, effective partnerships, accountable leadership, and an unwavering commitment to improving the lives of the people they serve.

Over the first six months of the year, the Federal Ministry of Health and Social Welfare has continued to advance reforms that strengthen the foundations of healthcare delivery. From expanding access to reliable power for health facilities and accelerating digital transformation, to reinforcing supply chains, improving financial protection, strengthening disease preparedness, and investing in the health workforce, these efforts are connected by a common purpose: building systems that are stronger, more responsive, and designed to endure.

This edition, themed "RESILIENT: Building the Systems That Never Stop," reflects that

shared purpose. Rather than presenting isolated milestones, it tells the story of a health sector steadily strengthening the institutions, partnerships, and governance structures that will sustain quality healthcare for generations to come. It is also a timely reminder that meaningful reform is measured not only by the milestones we celebrate today, but by the systems we build to serve Nigerians tomorrow. As we enter the second half of the year, our focus remains clear: to sustain the momentum of reform, deepen collaboration across all levels of government and with our partners, strengthen accountability, and ensure that every investment translates into better health outcomes for our people. We recognise that building resilient systems is a continuous journey, one that requires consistency, innovation, and shared responsibility.

At the Federal Ministry of Health and Social Welfare, we remain steadfast in our mandate to save lives, reduce both physical and financial pain, and produce health for all Nigerians. Every reform, every partnership, and every innovation highlighted in this edition brings us one step closer to that goal.

Thank you for joining us on this journey as we continue building a healthier, stronger, and more resilient Nigeria.

FROM THE COORDINATING MINISTER OF HEALTH AND SOCIAL WELFARE

Building a Health System That Endures

The midpoint of the year provides an important opportunity to reflect, not only on what has been accomplished, but on whether we are building the kind of health system that Nigeria needs for the future. Under the leadership of President Bola Ahmed Tinubu, GCFR, and through the Nigeria Health Sector Renewal Investment Initiative (NHSRII), we have remained focused on one overarching objective: strengthening the foundations of the health sector so that quality healthcare becomes more accessible, more equitable, and more sustainable for every Nigerian. Central to this effort is the Sector-Wide Approach (SWAp), our shared framework for coordinated action built on one plan, one budget, one conversation, and one results framework. By bringing together the Federal Government, states, development partners, the private sector, and other critical stakeholders around common priorities, we are strengthening coordination, improving accountability, and accelerating implementation at scale.

The progress recorded over the first half of 2026 demonstrates that when reforms are coordinated, implementation becomes more effective and outcomes become more measurable. Across the country, investments are strengthening primary healthcare and expanding financial protection; accelerating digital transformation and improving medicines security; revitalising health infrastructure and developing the skilled workforce required to sustain long-term improvements in health outcomes. These are not isolated initiatives. They are interconnected building blocks of a resilient health system. As this edition illustrates, resilience is achieved through deliberate choices. It is reflected in stronger supply chains that ensure essential medicines reach those who need them; digital systems that improve planning and continuity of care; investments that



expand access to quality services; partnerships that unlock innovation and domestic capacity; and governance structures that promote accountability and value for money. Together, these reforms are laying the foundation for a health system capable of responding not only to today's needs, but also to tomorrow's challenges.

Our ambition extends beyond improving healthcare delivery. A stronger health system is fundamental to Nigeria's economic transformation. Healthy populations are more productive, resilient institutions inspire greater confidence, and strategic investments in healthcare, domestic pharmaceutical manufacturing, local production, and innovation strengthen national self-reliance while creating opportunities for inclusive growth. This is why we continue to prioritise domestic resource mobilisation, sustainable health financing, local manufacturing, and strategic partnerships that

position Nigeria to increasingly finance and sustain its own health development.

While significant work remains, the direction is clear. The progress recorded over the first half of the year reinforces our conviction that sustained reform, guided by evidence and strengthened through collaboration, will deliver lasting improvements in the lives of Nigerians.

As we enter the second half of 2026, our focus remains on sustaining momentum, deepening implementation, and strengthening collaboration across all levels of government and with our partners. Together, we will continue building a resilient, inclusive, and self-reliant health system that improves lives, supports national development, and endures for generations to come.

- Prof. Muhammad Ali Pate, CON
Coordinating Minister of Health and Social Welfare

FROM THE MINISTER OF STATE FOR HEALTH AND SOCIAL WELFARE

Innovation, Partnership, and the Next Phase of Reform

The progress we celebrate today is built on a simple but enduring principle: healthcare systems become stronger when they continue to learn, innovate, and work together. As we reach the midpoint of 2026, we have every reason to be encouraged by the steady progress being made across our health sector, while remaining committed to the work that still lies ahead. Across the country, we are seeing reforms move beyond policy into practice through stronger institutions, improved service delivery, strategic partnerships, and innovations that are making healthcare more accessible, more responsive, and more people centred. Innovation is not limited to technology. It is reflected in the new ways we are strengthening primary healthcare, expanding access to specialised services, investing in our health workforce, supporting research, embracing digital solutions, and removing barriers that prevent Nigerians

from receiving the care they deserve. Equally important are the partnerships that continue to strengthen our collective capacity, demonstrating that sustainable progress is achieved when government, healthcare professionals, development partners, academia, the private sector, and communities work towards shared goals.

The next phase of reform calls for sustained commitment. It requires us to continue investing in prevention, promoting healthier lifestyles, strengthening public health systems, encouraging local innovation, and ensuring that quality healthcare remains within the reach of every Nigerian. It also calls on us to nurture the next generation of health professionals whose knowledge, compassion, and dedication will shape the future of our nation's healthcare system.

The stories featured in this edition of ON CALL remind us that resilience is ultimately about

people. It is about the healthcare worker serving tirelessly in our facilities, the researcher advancing new knowledge, the innovator developing solutions, the partner strengthening our collective capacity, the institution embracing change, and above all, the patient whose life is transformed through timely, quality care. These stories reaffirm that the true measure of reform is not simply the policies we introduce, but the positive difference they make in the everyday lives of Nigerians.

As we continue this journey into the second half of the year, let us remain guided by innovation, strengthened through partnership, and inspired by our shared commitment to building a healthier, more resilient, and more prosperous Nigeria.

"...and so, with peace and plenty, Nigeria may be blessed."

- **Dr. Iziaq Adekunle Salako**,
Honourable Minister of State for
Health and Social Welfare

ANCHOR FEATURE



RESILIENT BY DESIGN

A Mid-Year Conversation on Nigeria's Health Sector Renewal

Halfway through 2026, Nigeria's health sector has reached an important point of reflection. The conversation is no longer centred on whether reform is necessary, but on how coordinated implementation is translating policy into measurable progress.

Across the country, investments in primary healthcare, health financing, digital transformation, medicines security, workforce development, and emergency preparedness are steadily strengthening the foundations of the health system. Guided by the Nigeria Health Sector Renewal Investment Initiative (NHSRII) and implemented through the Sector-Wide Approach (SWAp), these reforms are bringing government,

development partners, states, and the private sector behind a common framework built on One Plan, One Budget, One Conversation, and One Report. Rather than fragmented interventions, the health sector is increasingly operating through coordinated action that strengthens accountability, aligns investments, and delivers greater impact. The results are becoming increasingly visible.

More Nigerians are accessing primary healthcare services, financial protection is expanding, maternal and newborn care is reaching vulnerable communities, and digital transformation is improving decision-making across the sector. Electronic Medical Records have now

achieved an average adoption rate of 74.5 per cent across Federal Tertiary Health Institutions, while coordinated investments are strengthening medicines security through initiatives such as Medipool and the Presidential Initiative for Unlocking the Healthcare Value Chain (PVAC). Together, these reforms have contributed to Nigeria's emergence as the fourth-ranked health system in Africa, reflecting growing confidence in the country's reform trajectory. While rankings alone do not define success, they signal that sustained coordination and system-wide reform are beginning to deliver measurable results.

To better understand what has driven this progress and the

priorities shaping the months ahead, ON CALL spoke with Dr. Muntaqa Umar-Sadiq, National Coordinator of the Sector-Wide Approach (SWAp) Coordination Office, whose team is responsible for coordinating implementation across Nigeria's health sector reform agenda.

Progress You Can Measure

For Dr. Umar-Sadiq, the first half of 2026 represents an important shift in Nigeria's health sector renewal journey. The focus is no longer simply on developing policies or building consensus. Increasingly, success is measured by stronger systems, stronger institutions, and better health outcomes for Nigerians. That progress begins with governance. During the first half of the year, the Expanded Ministerial Oversight Committee (MOC) was operationalised, providing routine quarterly strategic oversight of the Nigeria Health Sector Renewal Investment Initiative (NHSRII). At the same time, the Technical Working Groups (TWGs) established under the reform architecture were strengthened and fully integrated into the MOC, creating a more coordinated platform for technical decision-making, implementation, and accountability across the sector.

Together, these mechanisms are reinforcing the Sector-Wide Approach (SWAp) by ensuring that reforms are driven through One Plan, One Budget, One Conversation, and One Report. With stronger governance structures in place, implementation has accelerated across multiple pillars of the reform agenda. The deployment of the second cohort of 774 National Health Fellows has strengthened leadership and implementation capacity across every Local Government Area, while Nigeria successfully completed its inaugural Mini



Demographic and Health Survey (Mini-DHS) under the SWAp's One Report framework, providing stronger evidence for planning, monitoring, and decision-making. Coordinated government action has also strengthened medicines security. Through harmonised procurement, US\$25 million worth of family planning commodities has been acquired and distributed more efficiently, reducing duplication and improving availability. Complementing these efforts, Medipool is strengthening pooled procurement and last-mile distribution, while the Presidential Initiative for Unlocking the Healthcare Value Chain (PVAC) is advancing domestic pharmaceutical manufacturing and expanding access to priority health commodities. Together, these initiatives are building a more resilient supply chain capable of delivering medicines where and when they are needed most.

The impact is perhaps most visible where it matters most: frontline service delivery. Across priority Local Government Areas responsible for more than half of Nigeria's maternal deaths,

functional Basic Emergency Obstetric and Newborn Care (BEmONC) coverage has increased from 76 per cent to 94 per cent, while emergency transport coverage has expanded from 62 per cent to 79 per cent nationwide. The availability of functional Comprehensive Emergency Obstetric and Newborn Care (CEmONC) facilities and community-based health workers has doubled, contributing to an estimated 17 per cent reduction in facility-based maternal mortality under the Maternal Mortality Reduction Innovation Initiative (MAMII). Through the Federal-State CEmONC Partnership, equipment valued at approximately US\$200,000 per state is being deployed to 251 health facilities across 31 states, based on priorities identified by state governments. Growing public confidence in the health system is also becoming increasingly evident.

During the first quarter of 2026 alone, approximately 38 million visits were recorded at public primary healthcare facilities. At the same time, 259 health facilities have been empanelled

Resilient By Design

A Mid-Year Conversation on Nigeria's Health Sector Renewal

under the National Health Insurance Authority, enabling reimbursement for more than 42,000 maternal and newborn emergency services and expanding financial protection for vulnerable Nigerians.

"The first half of 2026 has shown that the Nigeria Health Sector Renewal Investment Initiative is delivering measurable results by strengthening the systems that support quality healthcare."

The SWAp Difference

While individual programmes continue to deliver important gains, Dr. Umar-Sadiq believes the defining achievement of Nigeria's reform agenda is something less visible but ultimately more transformative: the way the health sector now

works together. The Sector-Wide Approach is not another programme. It is a different way of organising the health sector by aligning government institutions, development partners, civil society organisations, and the private sector around shared national priorities. Through One Plan, One Budget, One Conversation, and One Report, investments are increasingly coordinated under the Health Sector Strategic Blueprint and the NHSRII Compact. Shared performance indicators, joint reviews, stronger public financial management, and greater state ownership are ensuring that resources reinforce one another rather than compete for attention. The result is a more coordinated health sector that

is delivering better outcomes through collaboration rather than fragmentation.

"The Sector-Wide Approach is not another health programme. It is a new way of working."

Building Systems That Never Stop

For a publication themed RESILIENT, one question naturally stands out: *What does resilience actually mean?*

For Dr. Umar-Sadiq, resilience extends far beyond responding to emergencies. It is the ability of a health system to continue delivering essential services despite disease outbreaks, economic shocks, climate events, or changes in global health financing. True resilience is measured not only by how effectively a system responds to crises, but by how consistently it protects lives before, during, and after them. This philosophy is reflected in the Health Security Pillar of the Nigeria Health Sector Renewal Investment Initiative (NHSRII), which is strengthening surveillance systems, laboratory networks, emergency



Resilient By Design

A Mid-Year Conversation on Nigeria's Health Sector Renewal

preparedness, rapid response capacity, and coordination across all levels of government. By embedding health security within broader health sector reforms, Nigeria is building a system that can detect threats earlier, respond faster, and sustain essential health services even during periods of disruption. The importance of this approach has been evident throughout the first half of 2026. As regional public health concerns, including Ebola Virus Disease (EVD), prompted heightened preparedness across West Africa, Nigeria strengthened emergency coordination, surveillance, and response systems while maintaining that there were no confirmed cases of Ebola in the country. Rather than reacting to a crisis, the health sector demonstrated that resilience is built through preparedness, coordinated planning, and sustained investment before emergencies occur.

That same systems-thinking extends beyond health security. From strengthening medicines security and expanding local pharmaceutical manufacturing through the Presidential Initiative for Unlocking the Healthcare Value Chain (PVAC), to scaling digital health systems, improving public financial management, and deepening collaboration with states, development partners, and the private sector, the objective remains clear: building a health system that is prepared not only for today's challenges, but for tomorrow's as well.

"Resilience is not simply the ability to respond to crises, but the ability of the health system

“
We remain committed to building a health system that earns your trust today and serves future generations

to continue delivering essential services regardless of shocks.”

What's Next?

With stronger foundations now in place, attention is shifting from system design to accelerated implementation. According to Dr. Umar-Sadiq, the next phase of reform will focus on scaling delivery where it matters most. Priorities include expanding implementation of the HOPE Primary Health Care Programme, accelerating the Maternal Mortality Reduction Innovation Initiative (MAMII), strengthening pooled procurement and medicines security, expanding digital health systems, improving public financial management, and supporting states to deliver reforms within a coordinated national framework.

For Nigerians, the success of these reforms will ultimately be measured not by policies alone, but by whether healthcare becomes more accessible, more

responsive, more accountable, and more equitable in every community.

Built To Last

Throughout the conversation, one message remained constant: lasting health sector transformation depends on sustained leadership, strong institutions, and coordinated action.

For Dr. Umar-Sadiq, the progress recorded during the first half of 2026 reflects the collective commitment of the Federal Government, state governments, development partners, civil society organisations, the private sector, and thousands of health workers working toward a common vision. As global health financing continues to evolve, he believes Nigeria's greatest strength will be stronger domestic institutions, greater national ownership, and reforms that continue to place people at the centre of every investment. The first half of 2026 has shown that resilience is built not through isolated interventions, but through coordinated action that connects policy with implementation, financing with accountability, innovation with service delivery, and partnerships with measurable results. That coordinated approach will remain the foundation for building a health system that is stronger, more responsive, and better prepared to serve both present and future generations.

"We remain committed to building a health system that earns your trust today and serves future generations."

MID-YEAR SCORECARD

SIX MONTHS OF BUILDING RESILIENCE

A snapshot of the reforms, investments, and partnerships shaping Nigeria's health sector at the halfway point of 2026.



BEYOND THE RANKING

Nigeria Ranked

4TH

IN AFRICA



WHY IT MATTERS

This ranking reflects the cumulative impact of reforms across governance, primary healthcare, financing, digital transformation, medicines security, workforce development, and health security.

The focus remains sustaining implementation and translating these gains into better health outcomes for every Nigerian.

01



GOVERNANCE & COORDINATION

Stronger leadership and coordination are accelerating implementation across Nigeria's health sector.



Expanded Ministerial Oversight Committee operationalised

Routine quarterly meetings providing strategic oversight of the NHSRII reform agenda.



Technical Working Groups integrated into the MOC

Strengthening technical coordination, decision-making, and accountability.



ONE PLAN
ONE BUDGET
ONE CONVERSATION
ONE REPORT



Nigeria's inaugural Mini-DHS completed under the SWAp One Report agenda, advancing evidence-based planning.

02



PRIMARY HEALTHCARE

Stronger frontline services are expanding access where Nigerians need it most.

38 MILLION

visits recorded at public PHC facilities in Q1 2026

251

CEmONC facilities supported with equipment

31

states benefiting from the Federal-State CEmONC Partnership

03



HEALTH FINANCING

Financial protection is expanding while strategic investments strengthen service delivery.

259

health facilities empanelled under the National Health Insurance Authority

42,000+

maternal and newborn emergency services reimbursed through NHIA

₦235 BILLION

released through BHCPI in the last three years

04



DIGITAL HEALTH

Connected systems are improving decisions, continuity of care, and accountability.

74.5%

average adoption rate of Electronic Medical Records (EMRs) across federal tertiary institutions



National Digital Health Architecture rollout in progress

05



MEDICINES & SUPPLY CHAINS

A stronger supply chain means medicines reach facilities faster and more reliably.



US\$25 MILLION

worth of family planning commodities procured through coordinated government action



Medipool

strengthening pooled procurement and last-mile distribution



PVAC

advancing local manufacturing and vaccine equity

06



HEALTH WORKFORCE

Investing in people strengthens every part of the health system.

774

National Health Fellows deployed across all 774 LGAs



Expanding pool of Community Health Workers



Stronger leadership and capacity at all levels of care

07



SECOND HALF PRIORITIES

The next phase focuses on scaling implementation and sustaining reform.

- Scale up HOPE-PHC Programme
- Accelerate MAMII implementation
- Expand digital health systems
- Strengthen domestic manufacturing & value chain
- Deepen state ownership and accountability

THE RESILIENCE STORY

Every milestone on this page represents coordinated action under the Nigeria Health Sector Renewal Investment Initiative (NHSRII), implemented through the Sector-Wide Approach (SWAp), demonstrating that stronger systems deliver better health outcomes.



STRONGER SYSTEMS. BETTER OUTCOMES. HEALTHIER NIGERIA.

INSIDE THE SYSTEM

FASTR

Explained



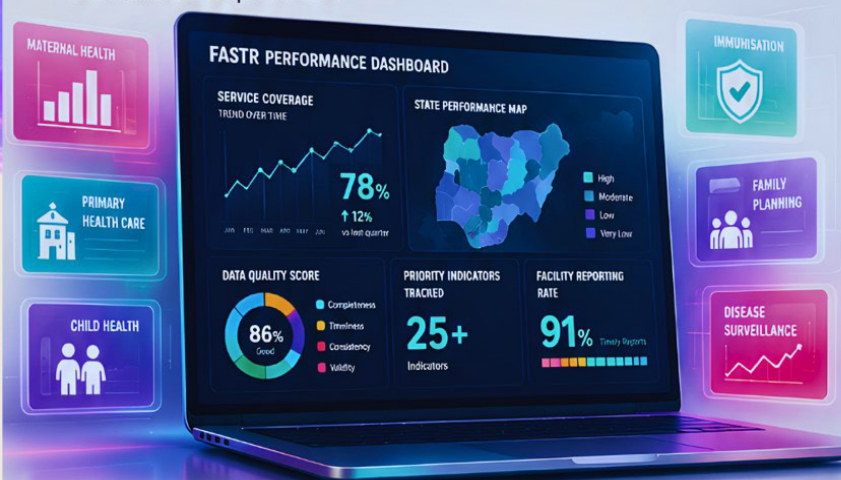
EVER WONDERED HOW THE MINISTRY KNOWS WHETHER REFORMS ARE ACTUALLY WORKING?

Every day, thousands of health facilities across Nigeria generate data on the services they provide. But collecting information is only the first step. Improving healthcare depends on understanding what that data is saying.

FASTR is a structured performance review approach used by the Federal Ministry of Health and Social Welfare to **strengthen visibility, accountability, and evidence-based decision-making** across the health sector.

By analysing priority indicators, validating data quality, and identifying trends over time, FASTR helps leaders **understand where progress is being made, where gaps remain, and where action is needed most.**

Rather than creating new reporting systems, FASTR strengthens the use of existing information by transforming routine data into **practical insights** that support planning, programme implementation, and continuous improvement.



HOW FASTR WORKS



SEE WHAT'S WORKING.

- Tracks priority indicators over time.
- Highlights where progress is being made.
- Reveals gaps that need attention.



MOVE FROM REPORTING TO UNDERSTANDING.

- Analyses existing data to identify trends and changes.
- Compares performance across states and programmes.
- Detects early signs of decline or stagnation.



STRENGTHEN CONFIDENCE IN THE DATA.

- Assesses completeness, timeliness, consistency, and validity.
- Ensures data quality supports reliable decisions.



SUPPORT STRUCTURED PERFORMANCE REVIEWS

- Regular reviews of priority indicators across key programmes.
- Clear identification of areas needing action.
- Alignment on priority actions based on evidence.



MAKE DATA RELEVANT FOR LEADERSHIP.

- Translates complex data into clear, actionable insights.
- Informs planning, policy decisions and resource prioritisation.



ADVANCE ACCOUNTABILITY THROUGH ACTION.

- Links data to action.
- Ensures performance is reviewed, gaps are identified and decisions are evidence-based.

FASTR AT A GLANCE



Uses existing national health data



Tracks priority indicators



Identifies performance gaps



Supports evidence-based decisions



Strengthens accountability

“
Good data informs better decisions.
Better decisions improve health outcomes.”

★ Better data. Stronger decisions. Healthier Nigeria. ✨



Building Systems That Never Stop

Health systems are often judged by how they respond in moments of crisis. Their true strength, however, is built long before emergencies arise. It lies in the systems that quietly sustain healthcare every day: reliable power that keeps operating theatres running, digital platforms that connect patients and providers, supply chains that deliver life-saving medicines, and financing mechanisms that ensure quality services remain available to those who need them most.

Over the first half of 2026, the Federal Ministry of Health and Social Welfare has continued to strengthen these intercon-

nected foundations through the Nigeria Health Sector Renewal Investment Initiative (NHSRII), implemented under the Sector-Wide Approach (SWAp). Together, these reforms are transforming individual investments into a coordinated health system that is more resilient, more responsive, and designed to endure.

POWERING RESILIENCE

Reliable Power. Reliable Care.

43% of Primary Healthcare Centres still lack reliable electricity, underscoring the importance of sustainable healthcare electrification. Before healthcare can save lives, healthcare facilities

must have reliable power. Operating theatres, neonatal incubators, diagnostic laboratories, oxygen plants, vaccine cold chains and emergency response systems all depend on uninterrupted electricity. When power fails, healthcare delivery is compromised. Recognising this reality, the Federal Government launched the Nigeria Power for Health Initiative (NPHI) Healthcare Electrification Marketplace, introducing a new Energy-as-a-Service model that shifts healthcare electrification from one-off infrastructure projects to sustainable, long-term service delivery. Rather than hospitals bearing the burden



Building Systems That Never Stop

of owning and maintaining complex energy infrastructure, specialised energy providers will finance, deploy, operate and maintain reliable energy systems, allowing healthcare facilities to focus on delivering quality patient care. Built on blended financing, institutional readiness and scalable partnerships, the initiative signals a new approach to powering healthcare, one where reliable electricity becomes an essential

component of resilient service delivery rather than an operational challenge.

"Electricity is not merely a utility in a healthcare facility. It powers life-saving services and technologies that healthcare delivery depends upon."

-Dr. Iziaq Adekunle Salako

Reliable power keeps health facilities running. Equally important is the ability to connect those facilities

“ - Dr. Iziaq Adekunle Salako

Electricity is not merely a utility in a healthcare facility. It powers life-saving services and technologies that healthcare delivery depends upon

through timely, accurate information that supports better decisions and better care.

One Connected Health System

500 Billion Estimated investment required over the next five years to scale Nigeria's National Digital Health Architecture.

Every patient encounter generates information that can improve healthcare, but only when health systems are able to connect, share and use that information effectively. The Federal Government is steadily laying the digital foundation for a connected health system through the National Digital Health Architecture (NDHA).



Building Systems That Never Stop



Endorsed by all 36 states and the Federal Capital Territory, the architecture provides a common framework for integrating health information systems, improving interoperability and enabling shared health records that strengthen continuity of care, planning and evidence-based decision-making.

The shift is already underway. Across Federal Tertiary Hospitals, Electronic Medical Records have reached an average adoption rate of 74.5 per cent, while digital logistics platforms now support vaccine supply chain management across all 774 Local Government Areas. States are also being supported to align with the national architecture through ongoing primary healthcare reforms. The estimated 500 billion investment required over the next five years reflects more than the cost of technology. It is an investment in a health system where information moves as efficiently as patients do, improving quality of care, operational efficiency and accountability nationwide.

"Our focus is no longer on proving digital health solutions through isolated pilots, but on scaling nationally integrated systems that deliver measurable impact."

- Dr. Iziaq Adekunle Salako



- Dr. Iziaq Adekunle Salako

Our focus is no longer on proving digital health solutions through isolated pilots, but on scaling nationally integrated systems that deliver measurable impact

Information strengthens decision-making. But resilient healthcare also depends on ensuring that medicines and essential commodities reach the right place, at the right time, in the right condition.

Moving Medicines Faster

149 million People expected to benefit from strengthened storage and distribution systems supported through the expanded Abuja Premier Warehouse and national warehouse network.

Medicines save lives only when they are available where and when patients need them. The commissioning of the expanded Abuja Premier Warehouse represents a significant investment in strengthening Nigeria's national health supply chain. Beyond increasing storage

capacity, the facility improves commodity security, inventory management and distribution efficiency, helping ensure that medicines, vaccines and other life-saving health commodities reach health facilities under optimal conditions. Working alongside a network of 22 Central Medical Warehouses supported through strategic partnerships, the expanded warehouse strengthens Nigeria's capacity to deliver essential commodities reliably while supporting wider efforts to improve national health security, Universal Health Coverage and public confidence in the health system.

"You cannot have a health system in a country as big and diverse as Nigeria without a sophisticated and robust health supply chain."- Peter Sands, Executive Director, Global Fund
Strong supply chains, however, can only be sustained when they are backed by predictable financing, coordinated implementation and accountable governance.

Financing What Works

235 Billion released through the Basic Healthcare Provision Fund over the past three years, representing nearly 70% of total BHCPF disbursements since inception.

Building Systems That Never Stop

At the heart of Nigeria's health sector reforms is the Basic Healthcare Provision Fund (BHCPF), the flagship financing mechanism supporting primary healthcare, financial protection, emergency medical services and health security under the Nigeria Health Sector Renewal Investment Initiative. As implementation has accelerated, the impact of strategic investment is becoming increasingly visible across the country.

Health insurance enrolment has grown from 16 million to 22 million Nigerians, while more than 8,000 Primary Healthcare Centres now receive Direct Facility Financing. Early findings from the 2026 Mini Demographic and Health Survey also point to encouraging improvements in antenatal care, skilled birth attendance, immunisation and child health, while over 48,000 women have benefited from free Comprehensive Emergency Obstetric Care and emergency medical services have provided life-saving care to more than 130,000 Nigerians.

Beyond financing, coordinated implementation under the Sector-Wide Approach (SWAp) is ensuring these investments translate into measurable improvements in service delivery. Through the HOPE-PHC Programme-for-Results, the Federal-State CEmONC Partnership, the rollout of Medipool and the Presidential Initiative for Unlocking the Healthcare Value Chain, Nigeria is strengthening primary healthcare systems, improving commodity availability and expanding maternal and newborn services. At the same



- Prof. Muhammad Ali Pate, CON

When reforms are coordinated, implementation becomes more effective and outcomes become more measurable

accountability and measurable results.

"When reforms are coordinated, implementation becomes more effective and outcomes become more measurable."

- Prof. Muhammad Ali Pate, CON Building for the Future

Resilient health systems are not built through isolated interventions. They are built by connecting power to care, data to decisions, medicines to patients, and financing to impact.

time, the National Health Fellows Programme and the deployment of community-based health workers are reinforcing frontline service delivery, while collaboration across government, development partners and the private sector continue to accelerate implementation nationwide.

Together, these initiatives demonstrate that resilient health systems are not built through isolated programmes, but through coordinated action that connects financing with implementation,

As Nigeria enters the second half of 2026, these interconnected systems, strengthened through the Nigeria Health Sector Renewal Investment Initiative and the Sector-Wide Approach, are laying the foundation for a health system that is stronger, more responsive and better prepared to meet both today's needs and tomorrow's challenges. Because resilience is not defined by how a system responds when tested. It is defined by how well it is built before that test ever comes.

PROTECTING LIVES

Resilient health systems are defined not only by how effectively they respond to public health emergencies, but by how successfully they prevent them. Every safe meal consumed, every malaria infection averted, every outbreak contained before it spreads, and every child diagnosed early with a lifelong condition reflects the strength of systems working quietly to protect lives. Throughout the first half of 2026, the Federal Ministry of Health and

Social Welfare continued strengthening this protective architecture through coordinated policies, scientific collaboration, strategic partnerships, and sustained investments in preparedness. Together, these efforts demonstrate that resilience is built not only by treating illness, but by preventing disease, anticipating threats, and ensuring every Nigerian has the opportunity to live a healthier life.



– Daju Kachollom S. mni

Safeguarding public health requires collaboration across sectors. Food safety and healthy diets are complementary pillars of a shared national agenda



SAFE FOOD. HEALTHY 53,000 Deaths

Unsafe food causes nearly 50 million illnesses and more than 53,000 deaths annually in

Every meal should nourish, not harm. Food safety extends far beyond preventing food-borne illnesses. It protects childhood development, strengthens workforce productivity, safeguards consumer confidence, and contributes to national economic growth. With children under five accounting for more than 80 per cent of Nigeria's food-borne disease burden, strengthening food safety systems has become an urgent public health and development priority. Commemorating World Food Safety Day 2026, the Federal Government highlighted new

evidence on the burden of unsafe food while showcasing important progress in strengthening national food safety governance. Through the National Food Safety Management Committee and the National Integrated Guidelines for Food-borne Disease Surveillance and Response, Nigeria has strengthened disease surveillance, laboratory confirmation, outbreak investigation, food recall systems, and risk communication.

The Ministry is also advancing healthier diets through sodium reduction guidelines, trans-fat elimination regulations,

strengthened measures on sugar-sweetened beverages, and the development of Front-of-Pack Labelling to encourage healthier consumer choices. Complementing these reforms, Nigeria's 2025 State Party Annual Report (SPAR) achieved a Level 3 rating for food safety, surpassing the World Health Organization benchmark for low- and middle-income countries in Sub-Saharan Africa.

Together, these initiatives reflect growing national capacity to strengthen food safety governance through coordinated action, healthier food environments, and stronger partnerships across sectors. Protecting lives also requires sustained action against diseases that continue to impose a significant burden on families, communities, and the nation's health system.





SUSTAINING THE FIGHT AGAINST MALARIA

21%

Malaria prevalence has declined from 42 per cent in 2015 to 21 per cent in 2026.

Progress against malaria is built on partnership, innovation, and sustained investment. According to findings from the latest 2026 Malaria Indicator Survey, Nigeria has reduced malaria prevalence by half over the past decade, marking one of the country's most significant public health achievements and reflecting sustained investment in prevention, treatment, and partnership.

During a strategic engagement between the Federal Government, the Global Fund, the World Health Organisation, and the Roll Back Malaria Partnership, stake-



– Prof. Muhammad Ali Pate, CON

Global health partnerships must translate into measurable improvements in the lives of citizens

holders reaffirmed their shared commitment to sustaining these gains through stronger domestic ownership, resilient supply chains, and increased investment in national health systems.

The discussions highlighted important milestones under the Nigeria Health Sector Renewal Investment Initiative, including the establishment of the Advisory on Malaria Elimination in Ni-

geria (AMEN), progress towards local manufacturing of insecticide-treated bed nets, and continued revitalisation of Primary Healthcare Centres.

Looking ahead, greater emphasis is being placed on sustainable financing, stronger commodity security, and closer coordination to accelerate progress towards ending malaria, HIV, and tuberculosis as public health threats.

"Global health partnerships must translate into measurable improvements in the lives of citizens."

– Prof. Muhammad Ali Pate, CON

While prevention and disease control remain essential, resilient health systems must also be prepared for the public health threats they hope never arrive.



PREPARED BEFORE THE NEXT OUTBREAK

A group of health workers wearing white full-body protective suits, blue face masks, and gloves. They are standing outdoors, possibly in a field or near a facility. One worker in the center is holding a small object, possibly a sample or a piece of equipment. The background is slightly blurred, showing some greenery and a clear sky.

21.2 Million

Approved for each State through the State Outbreak Investigation and Response Fund to strengthen outbreak preparedness.

Preparedness is the first line of defence against public health emergencies. Although Nigeria has recorded no confirmed case of Ebola Virus Disease, the Federal Government continues to invest in preparedness rather than complacency. To strengthen national readiness against Ebola and other emerging health threats, approval was granted for the release of State Outbreak Investigation and Response Funds (S-OIRF) through the Nigeria Centre for Disease Control and Prevention (NCDC) Gateway, one of the four gateways of the Basic Healthcare Provision Fund (BHCPF).

The intervention provides dedicated resources for every state to strengthen disease surveillance, outbreak investigation, and rapid response capacity while complementing the work of the multi-sectoral Presidential Task Force on Ebola Preparedness and Other Health Threats. Importantly, the investment is matched with accountability. Beneficiary states have been directed to retire both current and previously disbursed outbreak response funds within six months, reinforcing that effective preparedness depends not only on timely financing, but also on transparent stewardship and

responsible management of public resources.

ACCOUNTABILITY IN ACTION

All beneficiary States are required to retire both current and previously disbursed outbreak response funds within six months, reinforcing transparency, accountability, and prudent stewardship of public resources. Some public health threats emerge suddenly. Others remain lifelong realities, demanding not only medical care, but sustained support, early diagnosis, and equitable access to treatment.

STRENGTHENING CARE. EXPANDING HOPE.

100,000 Infants



Estimated annual deaths associated with complications of sickle cell disease in Nigeria.

Equity in healthcare means ensuring that where a child is born does not determine the care they receive. Nigeria continues to strengthen its response to sickle cell disease through a growing emphasis on prevention, early diagnosis, and comprehensive care. Rather than focusing solely on awareness, current reforms are building the systems needed to improve survival and quality of life for people living with the condition. Working in collaboration with the Clinton Health Access Initiative (CHAI), the Federal Government is implementing Universal Newborn Screening in Lagos, Kano, and the Federal Capital Territory, enabling earlier diagnosis and timely intervention. At the same time, six Centres of Excellence are being equipped across Nigeria's geopolitical zones, supported by updated national treatment guidelines, expanded Hydroxyurea therapy, validated point-of-care screening technologies, and the integration of sickle cell services into Primary Healthcare.

Research and implementation



– Prof. Muhammad Ali Pate, CON

The Federal Government remains firmly committed to strengthening prevention, expanding access to quality care, and improving outcomes for people living with sickle cell disease.

continue to reinforce these efforts. More than 38,000 newborns have already been screened in the Federal Capital Territory, a national patient registry now captures data from over 10,000 people living with sickle cell disease, and more than 700 genetic counsellors have been trained to strengthen community-based care and support affected families. Together, these investments reflect a shift from raising awareness about sickle cell disease to building an integrated national system that improves

prevention, expands access to quality care, and delivers better health outcomes throughout life. "The Federal Government remains firmly committed to strengthening prevention, expanding access to quality care, and improving outcomes for people living with sickle cell disease."

– Prof. Muhammad Ali Pate, CON
Coordinating Minister of Health and Social Welfare

A Stronger Shield for Public Health

Protecting lives begins long before patients arrive at health facilities. It starts with safer food systems, sustained disease control, preparedness before outbreaks occur, and equitable care for people living with lifelong conditions. As Nigeria reaches the halfway point of 2026, these coordinated investments continue to strengthen a health security architecture built not simply to respond to crises, but to anticipate them, withstand them, and emerge stronger. Because protecting lives is not a single intervention. It is a system that never stops working.



PEOPLE FIRST

People at the Centre

50 Million Initial Federal Government commitment to the Social Determinants of Health Fund for Cancer Patients.

Health systems exist for one reason: people. Every reform, every investment, and every policy finds its true purpose in the lives it improves. Whether by helping a patient complete cancer treatment or investing in healthier, more productive communities,

resilient health systems place people at the centre of every decision.

Throughout the first half of 2026, the Federal Ministry of Health and Social Welfare continued translating reform into practical support for Nigerians. By

expanding social protection for vulnerable cancer patients and reaffirming investments in human capital, the Ministry demonstrated that lasting health sector renewal is measured not only by stronger institutions, but by better lives.

BREAKING BARRIERS TO CANCER CARE: WHEN CARE GOES BEYOND MEDICINE

50 Million

Initial Federal Government commitment to launch the Social Determinants of Health Fund for Cancer Patients.

600+

Applications received from cancer patients seeking support.

200+

Verified beneficiaries in the first phase of implementation.

100,000

Minimum direct financial support provided to each beneficiary.

No patient should have to choose between fighting cancer and meeting the everyday costs of survival. Cancer treatment extends beyond hospitals, medicines, and specialised equipment. For many patients, the greatest challenge lies in meeting the everyday costs that determine whether treatment can begin, continue, or be completed, including transportation, accommodation, feeding, and other essential needs.

Recognising these realities, the Federal Government launched the Social Determinants of Health (SDoH) Fund for Cancer Patients to provide targeted support for vulnerable Nigerians while



through the South-East Zonal Rollout, translating policy into practical assistance for patients and families across the country.

More than a financial assistance programme, the initiative reflects a broader commitment to reducing both the physical and financial burden of disease. By recognising that health outcomes are shaped not only by clinical care but also by social and economic realities, the Ministry is advancing a more people-centred approach to cancer care while supporting the National Cancer Control Plan 2026-2030 goal of reducing Nigeria's cancer burden by 50 per cent.

"Quality healthcare is not only about providing treatment. It is about removing the barriers that prevent people from accessing the care they need."

Dr. Iziaq Adekunle Salako
Honourable Minister of State for Health and Social Welfare.

Removing barriers to care changes individual lives. Building healthier communities requires investing in the people who will shape the nation's future.



— Dr. Iziaq Adekunle Salako
Honourable Minister of State for Health and Social Welfare

Quality healthcare is not only about providing treatment. It is about removing the barriers that prevent people from accessing the care they need

mobilising broader partnerships to sustain and expand the initiative. Rather than replacing existing cancer programmes, the Fund fills a critical gap by addressing the non-medical barriers that often determine whether patients can successfully complete treatment.

The initiative complements the Cancer Health Fund, Cancer Access Partnership, Vulnerable Group Fund, and the NCS Cancer Intervention Fund, creating a more comprehensive support system for cancer patients. Following the national launch in Abuja, implementation expanded

INVESTING IN PEOPLE. BUILDING THE FUTURE.

Nigeria's greatest asset is its people. Strong health systems require more than modern hospitals, innovative technologies, and sustainable financing. They depend on healthy, educated, skilled, and motivated people capable of driving national development and sustaining economic growth. Delivering the keynote address at the Human Capital Development Summit for Northern Nigeria, the Coordinating Minister of Health and Social Welfare, Prof. Muhammad Ali Pate, CON, reaffirmed that investments in health, education, nutrition, and skills development are just as important as investments in physical infrastructure. Unlocking Nigeria's demographic dividend, he noted, requires deliberate action to build healthier, better educated, and more productive communities.

Through the Sector-Wide Approach (SWAp), the Federal Government is strengthening collaboration with state governments to ensure that national reforms translate into local action. By aligning investments across all levels of government, these efforts are improving primary healthcare, expanding opportunities for women and young people, strengthening health workforce



“ — Prof. Muhammad Ali Pate, CON
Coordinating Minister of Health and
Social Welfare

**Nigeria's
greatest asset
is its people**

development, and creating the conditions for healthier communities and inclusive economic growth.

The Minister emphasised that lasting progress depends not only on policy direction from the Federal Government but also on sustained commitment by states and local governments, whose leadership remains essential to improving health, education, and social outcomes across Nigeria.

“Nigeria's greatest asset is its people.”
– Prof. Muhammad Ali Pate, CON
Coordinating Minister of Health and Social Welfare

WHERE RESILIENCE MEETS PEOPLE

Health systems are not ultimately defined by the infrastructure they build, the technologies they deploy, or the policies they implement. They are defined by the people they serve and the opportunities they create. Whether easing the financial burden faced by cancer patients or investing in healthier, more productive communities, the Federal Ministry of Health and Social Welfare continues to demonstrate that resilient systems achieve their greatest purpose when they improve lives.

As the Permanent Secretary affirmed at the launch of the Social Determinants of Health Fund for Cancer Patients, the Ministry remains committed to saving lives, reducing both physical and financial pain, and producing health for all Nigerians. Throughout the first half of 2026, that commitment has been translated from policy into action, placing people firmly at the centre of Nigeria's health sector renewal.

Because the strongest health systems are those that never lose sight of the people they exist to serve.



PARTNERING FOR PROGRESS

Building Tomorrow, Together



A multidisciplinary Nigerian delegation participating in the Nigeria-China Traditional Medicine Knowledge Exchange Programme.

Resilient health systems are strengthened not only by the investments they make today, but by the partnerships that prepare them for tomorrow. By combining global expertise with local ambition, Nigeria is expanding scientific knowledge, attracting investment, and creating new opportunities to strengthen healthcare, medicines security, and long-term economic growth.

Throughout the first half of 2026, the Federal Ministry of Health and Social Welfare continued to deepen strategic partnerships that bring together knowledge, innovation, and investment, demonstrating that collaboration remains one of the strongest foundations for sustainable health sector transformation.

Innovation begins with knowledge. As part of Nigeria's growing strategic partnership with the People's Republic of China, a multidisciplinary delegation of 25 Nigerian experts embarked

“ — Dr. Obi Adigwe, Chairman, National Committee on Phytomedicines Development and Commercialisation

This partnership is about building indigenous capacity, accelerating innovation, and positioning Nigeria as a leading centre for phytomedicine research and development in Africa

on an intensive knowledge exchange programme designed to strengthen national capacity in phytomedicine research, scientific innovation, and traditional medicine development.

The programme supports the Federal Government's broader efforts to unlock Nigeria's phytomedicine value chain through technology transfer, research collaboration, and the adoption of international standards in production, regulation, and commercialisation. Participants will return with practical expertise that strengthens indigenous research, supports local pharmaceutical manufacturing, and advances medicines security.

Building on the work of the

LEARNING ACROSS BORDERS

From Knowledge to Capability
PARTNERSHIP IN ACTION

25 Experts

A multidisciplinary Nigerian delegation of scientists, researchers, policymakers, entrepreneurs, and traditional medicine specialists.

2 Weeks

Advanced capacity-building programme at the Beijing Research Institute of Traditional Chinese Medicine and Medicinal Materials.

One Goal

Strengthening Nigeria's phytomedicine research, innovation, and medicines security.

National Committee on Phytomedicines Development and Commercialisation, the initiative reflects Nigeria's commitment to transforming global knowledge into local innovation capable of delivering safe, evidence-based healthcare solutions.

"This partnership is about building indigenous capacity, accelerating innovation, and positioning Nigeria as a leading centre for phytomedicine research and development in Africa." - Dr. Obi Adigwe, Chairman, National Committee on Phytomedicines Development and Commercialisation

Knowledge creates new possibilities. Lasting resilience, however, requires more than scientific discovery. It also demands bold investments capable of transforming how healthcare is delivered for generations to come.

BUILDING TOMORROW'S HEALTHCARE

A Case Study in Confidence

IBOM MEDICAL CITY

350 Beds
International
specialist hospital.

62 Medical Specialties
Integrated within one
purpose-built medical city.

100 Hectares
A healthcare ecosystem combining
clinical care, research, innovation,
pharmaceuticals, and life sciences.



— Prof. Muhammad Ali Pate, CON,
Coordinating Minister of Health and
Social Welfare

**This project represents
the kind of bold
investment required to
accelerate health sector
transformation and position
Nigeria as a destination for
quality healthcare in Africa**



Some investments strengthen individual institutions. Others reshape entire health systems. The Ibom Medical City Project represents one of Nigeria's most ambitious healthcare infrastructure investments, bringing together specialist clinical services, medical education, research, pharmaceutical development, rehabilitation, and innovation within a single integrated healthcare ecosystem.

Speaking at the groundbreaking ceremony, Coordinating Minister of Health and Social Welfare

Prof. Muhammad Ali Pate, CON, described the project as the kind of long-term investment needed to strengthen healthcare infrastructure, expand access to specialised care, reduce outbound medical tourism, and position Nigeria as a leading destination for quality healthcare in Africa.

Beyond improving access to advanced clinical services, the project is expected to stimulate research, create employment opportunities, strengthen the healthcare value chain, and

attract additional investment into Nigeria's growing health economy, reflecting the confidence inspired by ongoing reforms under the Nigeria Health Sector Renewal Investment Initiative.

"This project represents the kind of bold investment required to accelerate health sector transformation and position Nigeria as a destination for quality healthcare in Africa."

—Prof. Muhammad Ali Pate, CON,
Coordinating Minister of Health
and Social Welfare



PARTNERSHIPS THAT EXPAND POSSIBILITY

Resilient health systems grow stronger when knowledge is shared, innovation is encouraged, and investment is mobilised. Whether strengthening indigenous scientific capacity through international collaboration or supporting transformative healthcare infrastructure, these partnerships are helping position Nigeria's health sector to compete, innovate, and lead.

As Nigeria enters the second half of 2026, they demonstrate that resilience is built not only through reform, but through collaboration that expands capability, inspires confidence, and prepares the nation for the future.

LEADING WITH ACCOUNTABILITY

Stewardship That Strengthens Systems
GOVERNANCE DELIVERABLES

79

New Compressed Natural Gas (CNG) Ambulances
Approved for distribution to strengthen emergency medical services across Nigeria's Federal Tertiary Health Institutions.

6

New Multi-Specialist Centres
To be established in partnership with the Government of the United Kingdom, expanding access to specialised tertiary healthcare nationwide.

Strong health systems are built through sound policies, strategic investments, and effective leadership. Their long-term success, however, depends on institutions that are accountable, aligned, and prepared to deliver quality healthcare every day.

Across Nigeria's Federal Tertiary Health Institutions, Chief Medical Directors and Medical Directors play a pivotal role in translating national reforms into improved patient outcomes, stronger institutional performance, and greater public trust. Addressing the 114th Regular

Meeting of the Committee of Chief Medical Directors and Medical Directors in Uburu, Ebonyi State, the Permanent Secretary, Daju Kachollom S. mni, charged hospital leaders to deepen accountability, strengthen emergency preparedness, and sustain full alignment with the Federal



LEADING WITH ACCOUNTABILITY

Stewardship That Strengthens Systems

GOVERNANCE DELIVERABLES

Government's ongoing health sector reforms under the Nigeria Health Sector Renewal Investment Initiative (NHSRII).

The Permanent Secretary emphasised that effective governance begins with disciplined leadership. She urged institutions to uphold the highest standards of professional and regulatory compliance, strengthen financial accountability through timely annual audits, and reinforce administrative systems that promote transparency, prudent management, and public confidence. She also directed Chief Medical Directors and Medical Directors to promptly report the completion of Medical Residency Training programmes, underscoring the importance of accurate workforce planning and the efficient management of Nigeria's specialist health workforce.

Good governance must also be matched by readiness.

While reassuring participants that Nigeria has no confirmed case of Ebola Virus Disease (EVD), the Permanent Secretary stressed that the country's preparedness measures remain proactive and precautionary. She called on hospital leaders to



— Daju Kachollom S. mni
Permanent Secretary

Federal Tertiary Health Institutions operate under the supervision of the Federal Ministry of Health and Social Welfare. Our collective responsibility is to remain fully aligned with the Ministry's reform agenda while upholding the highest standards of accountability, preparedness, and quality service delivery

sustain high levels of emergency preparedness, strengthen reporting systems, and maintain vigilance against emerging public health threats as part of a broader national commitment to health security.

Reinforcing this commitment, she announced the planned distribution of 79 Compressed Natural Gas (CNG) ambulances to strengthen emergency medical services nationwide. She also confirmed that arrangements have been concluded for the establishment of six new multi-specialist centres in partnership with the Government of the United Kingdom. Together, these strategic investments will

strengthen emergency response capacity, expand access to specialised healthcare services, and enhance the resilience of Nigeria's tertiary healthcare system.

The meeting reaffirmed a defining principle of the Sector-Wide Approach (SWAp): lasting reform depends on institutions moving together. Through stronger governance, shared accountability, and closer institutional alignment, Federal Tertiary Health Institutions continue to translate national policy into measurable improvements in healthcare delivery, ensuring that resilient systems are sustained not only by investment, but by effective stewardship.

"Federal Tertiary Health Institutions operate under the supervision of the Federal Ministry of Health and Social Welfare. Our collective responsibility is to remain fully aligned with the Ministry's reform agenda while upholding the highest standards of accountability, preparedness, and quality service delivery."

— Daju Kachollom S. mni,
Permanent Secretary

Stewardship in Action

Resilient health systems are sustained not only by visionary policies or strategic investments, but by disciplined leadership that ensures every institution moves with purpose, accountability, and a shared commitment to excellence. As Nigeria enters the second half of 2026, the continued alignment of Federal Tertiary Health Institutions with national reform priorities demonstrates that good governance is more than an administrative responsibility. It is one of the strongest foundations of a health system built to endure.



ON THE FRONTLINE

Where Hope Endures



Dr. Umar Baba Musami on leadership, resilience, and the future of mental healthcare in Nigeria.

Every day, people arrive at the Federal Neuropsychiatric Hospital, Maiduguri carrying burdens that are often invisible. Some are living with severe mental illness. Others are navigating substance dependence, psychological trauma, anxiety, depression, or the emotional scars left by years of profound personal and community hardship. For many, the journey to recovery begins with something simple but deeply powerful: finding a place where they are seen, heard, and treated with dignity.

Delivering that care demands far more than clinical expertise. It requires compassion, resilience, and leadership that remains steady even when the challenges are anything but. As one of Nigeria's foremost specialist

mental health institutions serving the North-East and beyond, the Federal Neuropsychiatric Hospital, Maiduguri has become more than a treatment centre.

It is a place where recovery is nurtured, futures are rebuilt, and hope is restored every single day. For Dr. Umar Baba Musami, Medical Director of the Federal Neuropsychiatric Hospital, Maiduguri, resilience is not simply about overcoming adversity.

It is about ensuring that, no matter the circumstances, compassionate, evidence-based mental healthcare continues to reach those who need it most.

Turning Challenges into Hope

Ask Dr. Musami what resilience means, and his answer is immediate.

To him, resilience is the ability to remain focused on delivering quality healthcare despite adversity while continuously

adapting, learning, and inspiring others. It is not simply about enduring difficult circumstances. It is about transforming them into opportunities to build stronger institutions, better systems, and more responsive services for the people who depend on them.

That philosophy has shaped his leadership over the past year. Rather than allowing increasing demand and the complexities of healthcare delivery to define the institution, his focus has remained on building it from the inside out, investing in people, strengthening partnerships, improving clinical services, and creating an environment where both patients and healthcare professionals can thrive.

"Resilience is not merely about surviving difficult circumstances; it is about transforming challenges into opportunities for growth and innovation."

ON THE FRONTLINE

Beyond Treatment

Mental healthcare extends far beyond prescribing medicines or managing symptoms. It is about restoring confidence, reconnecting families, supporting recovery, and helping people reclaim their lives. Under Dr. Musami's leadership, the Federal Neuropsychiatric Hospital, Maiduguri has expanded specialised services for substance use disorders, child and adolescent mental health, community psychiatry, and Mental Health and Psychosocial Support (MHPSS). At the same time, the hospital has strengthened its diagnostic and therapeutic capabilities while supporting the integration of mental healthcare into primary healthcare through workforce development and capacity-building initiatives.

Working alongside government and international partners,



the institution has introduced evidence-based interventions that are improving continuity of care, strengthening patient outcomes, and expanding access to specialist mental healthcare across communities.

These efforts reflect an important shift in Nigeria's mental healthcare landscape, bringing quality mental health services closer to the people who need them and helping reduce the stigma that has too often prevented many from seeking care.

Leading People Before Leading Institutions

Leadership, Dr. Musami believes, begins with people.

Some of the greatest lessons of his career have come not during moments of certainty, but while navigating complexity alongside colleagues, partners, patients, and communities. He has learned that lasting progress depends on listening before leading, building trust before expecting change, and making evidence-informed decisions without ever losing sight of compassion. For him, sustainable leadership is never a solo effort. It grows from shared purpose, strong partnerships, and teams that remain committed to serving patients, even when circumstances demand extraordinary resilience.

That philosophy has helped cultivate a culture of accountability, teamwork, continuous learning, and innovation, positioning the hospital not only as a centre for specialist care, but also as a national institution for training, research, and leadership in mental healthcare.

"Sustainable leadership is built on people, partnerships, and purpose."



“ Every day, people arrive at the Federal Neuro-psychiatric Hospital, Maiduguri carrying burdens that are often invisible

ON THE FRONTLINE



Looking Ahead

Despite the challenges that remain, Dr. Musami is optimistic about the future of mental healthcare in Nigeria. He points to the growing recognition of mental health as an essential component of Universal Health Coverage, the enactment of progressive mental health legislation, increasing government commitment, stronger collaboration with development partners, and rising public awareness as evidence that the country is entering a new era for mental healthcare. Perhaps most encouraging is the

emergence of a new generation of highly skilled mental health professionals and the continued integration of mental healthcare into primary healthcare services. Together, these developments are laying the foundation for a future where quality mental healthcare is more accessible, more equitable, and more people-centred than ever

before. For Dr. Musami, the future of mental healthcare will not be defined solely by new facilities or technologies, but by the country's continued commitment to investing in people, strengthening institutions, and ensuring that every Nigerian can access compassionate, dignified, and evidence-based mental healthcare when it is needed.

AT GLANCE

Dr. Umar Baba Musami

Medical Director
Federal Neuropsychiatric Hospital,
Maiduguri

Years in Service: 18 Years

Areas of Specialisation

- Public Mental Health
- Community Psychiatry
- Mental Health and Psychosocial Support (MHPSS)

Professional Highlights

- Consultant Psychiatrist
- Fellow, West African College of Physicians (Psychiatry)
- Public Health and Health Management Specialist
- Educator, Researcher, and Advocate for Community-Based Mental Healthcare

HEALTHY LIVING CORNER

10 THINGS YOUR DOCTOR WOULD TELL YOU IF THEY WEREN'T

AFRAID OF HURTING YOUR FEELINGS!

The truth isn't always comfortable.
But it might just **save your life.**



“Your doctor isn't trying to offend you. They're trying to keep you alive.”

1 That potbelly isn't evidence that you're enjoying life.

Abdominal fat increases your risk of high blood pressure, diabetes, heart disease, stroke and more.



HEALTHY HABIT:

Aim for 150 minutes of moderate physical activity weekly and eat more whole foods.

2 Every fever is not malaria. Please stop accusing mosquitoes without evidence.



HEALTHY HABIT:

Get tested before taking anti-malarial medicines. The right diagnosis leads to the right treatment.

3 Antibiotics are not sweets... and your body isn't a chemistry experiment.



HEALTHY HABIT:

Only use antibiotics when prescribed by a qualified healthcare professional, and always complete the full course.

4 Feeling “fine” is not a medical diagnosis.

High blood pressure, diabetes and other conditions can be silent for years.



HEALTHY HABIT:

Know your numbers. Check your blood pressure, blood sugar and other routine indicators.

5 Google has information. Your doctor has context.

The internet can explain symptoms. It cannot examine you or understand your medical history.



HEALTHY HABIT:

Use trusted health information to learn, but let professionals guide your treatment.

6 Please stop prescribing medicines to your family and neighbours.

The medicine that worked for you could seriously harm someone else.



HEALTHY HABIT:

Medicines should be prescribed for individuals, not shared like recipes.

7 Water is still cheaper than dialysis.

Your kidneys (and the rest of your body) depend on adequate hydration.



HEALTHY HABIT:

Drink safe, clean water regularly throughout the day.

8 Sleeping four hours every night isn't a flex.

Poor sleep increases your risk of heart disease, diabetes, poor immunity, and low productivity.



HEALTHY HABIT:

Most adults need 7–9 hours of quality sleep every night.

9 The hospital shouldn't only know your face when you're critically ill.

Healthcare is not just about treating disease. It's about preventing it.



HEALTHY HABIT:

Don't wait for an emergency. Routine check-ups can detect problems early, when treatment works best and costs less.

10 Your health isn't an emergency expense.

It's your most important investment.



HEALTHY HABIT:

Small, consistent healthy choices today prevent major health problems tomorrow.



WAIT...

ONE LAST THING.

Your body rarely goes from perfectly healthy to seriously ill overnight.

It whispers before it screams.



EAT BETTER



MOVE MORE



SLEEP WELL



STAY HYDRATED



KNOW YOUR NUMBERS



GET CHECKED REGULARLY

PREVENTION ISN'T JUST BETTER THAN CURE. IT'S ONE OF THE SMARTEST CHOICES YOU CAN MAKE FOR YOURSELF.

INSTITUTION IN FOCUS



Redefining What's Possible Lagos University Teaching Hospital A Legacy of Excellence. A Future of Innovation.

Every day, thousands of Nigerians arrive at the Lagos University Teaching Hospital seeking something many hospitals cannot provide: highly specialised care for some of the country's most complex medical conditions. From advanced cancer treatment and bone marrow transplantation to complex neurosurgery, minimally invasive procedures, intensive care, and specialist diagnostics, LUTH has become a destination where expertise, innovation, and hope converge. For more than six decades, the institution has stood at the forefront of medical education, research, and specialist healthcare in Nigeria.

Today, however, its story is no longer defined by its legacy. It is increasingly defined by how it is reinventing itself for the future, investing in modern infrastructure, digital transformation, advanced technologies, and a new generation of healthcare professionals capable of meeting

the evolving health needs of Nigeria and the wider region. Resilience, in this context, is not simply the ability to withstand pressure. It is the ability to evolve continuously while remaining unwavering in the pursuit of clinical excellence.

A National Referral Powerhouse

Established in 1962, Lagos University Teaching Hospital has grown into one of Africa's leading academic medical centres, serving as a major referral institution for patients across Nigeria and neighbouring countries. Operating from its Idi-Araba, Yaba, and Pakoto campuses, the institution combines specialised clinical care with education, research, and workforce development on a scale matched by few hospitals on the continent.

Its 1,050-bed capacity, 46 clinical departments, 18 non-clinical departments, and workforce of more than 4,000 staff, including



...LUTH has become a destination where expertise, innovation, and hope converge. For more than six decades, the institution has stood at the forefront of medical education, research, and specialist healthcare in Nigeria

2,555 healthcare professionals, provide the foundation for a hospital that treats some of the country's most complex medical conditions while simultaneously training the next generation of doctors, dentists, nurses, pharmacists, biomedical engineers, and allied health professionals. Each year, approximately 500 graduates complete training through its schools and residency programmes, extending LUTH's impact far beyond its own walls.

Building the Hospital of Tomorrow Across the hospital, transformation is visible at every



turn. Modern wards have been renovated. New specialist centres have opened. A 254-consulting-room Outpatient Department is nearing completion and will significantly improve patient flow, while an overhead skywalk will seamlessly connect it to the main hospital.

Behind the scenes, equally important investments are strengthening resilience. Solar power systems with a combined capacity of 554kW and 1.128MW of battery storage are helping safeguard uninterrupted clinical services, while campus-wide 1000Mbps internet connectivity and the phased rollout of Electronic Medical Records, now covering approximately 40 per cent of clinical operations, are making healthcare smarter, faster, and more connected.

These investments are also advancing the Nigeria Health Sector Renewal Investment Initiative (NHSRII) and the Sector-Wide Approach (SWAp) by strengthening digital health, improving data quality, enhancing referral systems, and supporting more coordinated,

evidence-based care across Nigeria's health sector.

Centres of Excellence

LUTH's ambition extends beyond keeping pace with modern medicine. It is helping shape its future. The Medserve-LUTH Cancer Centre, recognised as Nigeria's leading oncology centre for four consecutive years, has become one of the most advanced cancer facilities in West Africa. Equipped with three linear accelerators and a brachytherapy unit, it has treated more than 15,000 patients, many of whom would previously have travelled abroad for care.

The hospital is also home to

Nigeria's only public Bone Marrow Transplant Programme, giving children living with sickle cell disease and patients with complex blood disorders access to life-saving treatment within the country. Complementing these services are nationally recognised centres for renal medicine, dermatology, infectious diseases, physiotherapy, cleft lip and palate repair, and minimally invasive surgery, supported by one of Nigeria's largest intensive care units and the country's first IH-500 Fully Automated Immunohaematology System.



Ongoing Construction of the Skywalk



Dermatology Centre of Excellence, LUTH.

128-Slice Computerised Tomographic (CT) Scan Machine



Bone Marrow Transplant- Stem Cell Laboratory



Apheresis Machine



IH-500 Fully Automated Immuno-Haematology System (First of its kind in Nigeria)



Fibreoptic Bronchoscope and Body Plethysmograph



Blood Bank





— Professor Wasiu Lanre Adeyemo
Chief Medical Director

Resilience at LUTH is not simply about surviving challenges. It is about redefining what is possible for healthcare in Nigeria

When Innovation Becomes Hope

Behind every innovation is a patient whose future has been transformed. At just 13 days old, baby AO underwent lifesaving minimally invasive surgery at LUTH after being born with a congenital abnormality of the oesophagus. What had seemed like an impossible beginning became a second chance at life through the skill and dedication of the hospital's multidisciplinary team.

For another young patient living with severe sickle cell disease, years of painful crises came to an

end following a successful bone marrow transplant, a treatment available in Nigeria only at LUTH's public programme. Today, she is living free from the disease that once defined her childhood.

These are not simply remarkable medical achievements. They are reminders that every investment in specialist care, research, and innovation ultimately exists for one purpose: giving patients and their families renewed hope.

Shaping Nigeria's Future

LUTH's contribution extends well beyond its own patients. As one of Nigeria's foremost teaching hospitals, it continues

to strengthen the Nigeria Health Sector Renewal Investment Initiative (NHSRII) through specialist referral services, workforce development, digital transformation, research, quality improvement, emergency preparedness, and support for Universal Health Coverage.

Its partnerships with government, academia, development partners, and the private sector continue to expand knowledge, strengthen specialist training, and improve access to advanced healthcare. In doing so, LUTH is demonstrating how sustained investment, innovation, and strong leadership can translate national health reforms into better care for millions of Nigerians.



Chief Medical Director— Prof. Wasiu Lanre Adeyemo, FAS



LUTH FACT FILE

Redefining What's Possible.



INSTITUTIONAL SNAPSHOT



1,050

Beds



4,000+

Total Staff

Including 2,555 healthcare professionals.



24

Specialist Clinics



23

Accredited Residency Programmes



3,076

Surgical Procedures
(Past 12 months)



56

Research Outputs



Three Campuses

Idi-Araba • Yaba • Pakoto



INNOVATION LEDGER



Nigeria's only public
Bone Marrow Transplant Programme



Best Oncology Centre
in Nigeria for four
consecutive years
(2023–2026)



Home to Nigeria's first
IH-500 Fully Automated Immunohaematology System



Only Nigerian health institution to achieve
Global Antimicrobial Stewardship Accreditation Scheme (GAMSA)
accreditation



National leader in minimally invasive surgery,
helping reduce recovery times and improve patient outcomes



HEALTH RENEWAL BY THE NUMBERS

JANUARY – JUNE 2026

38M

PRIMARY HEALTHCARE VISITS

More services. Closer to the people.

Across governance, service delivery, investment, digital transformation and health outcomes, the reforms are delivering results that improve lives and strengthen our system.



PEOPLE

Protecting more Nigerians.



22M

**NIGERIANS ENROLLED
IN HEALTH INSURANCE**

More Nigerians covered.
Health for all.



42,000+

**MATERNAL & NEWBORN
EMERGENCY SERVICES
REIMBURSED**

Saving mothers.
Saving newborns.



251

**CEmONC FACILITIES
EQUIPPED**

More facilities. Better care.
Stronger outcomes.



17%

**REDUCTION IN FACILITY-
BASED MATERNAL
MORTALITY**

(vs. 2023 baseline)



SYSTEMS

Stronger systems. Smarter delivery.



74.5%

**ELECTRONIC MEDICAL
RECORD ADOPTION
IN FEDERAL TERTIARY
HOSPITALS**

Digital records.
Better decisions.



₦235B

**DISBURSED THROUGH
BHC PF GATEWAYS
IN H1 2026**

More funding.
Stronger health systems.



MINI-DHIS

**DEPLOYMENT COMPLETED
ACROSS ELIGIBLE PHCs
IN 2025**

Real-time data.
Real impact.



EXPANDED MOC

**OPERATIONAL WITH
FASTER DISBURSEMENTS
& ACCOUNTABILITY**

More speed. More
transparency. More results.



TWGs INTEGRATED

**STRONGER COORDINATION
ACROSS ALL PRIORITY AREAS**

One plan. One budget.
One conversation.



INVESTMENT

Investing today for a
healthier tomorrow.



US\$25M

**FAMILY PLANNING
COMMODITIES
COORDINATED THROUGH
GOVERNMENT PROCUREMENT**

Consistent supply.
Healthier families.



1,720

**MAMII FACILITIES RECEIVING
PRIORITY MATERNAL &
NEWBORN MEDICINES**

Right medicines.
Right time. Right place.



774

**NATIONAL HEALTH FELLOWS
SUPPORTING LOCAL HEALTH
LEADERSHIP**

Building leaders.
Strengthening communities.



10,000+

**PRIMARY HEALTHCARE
FACILITIES TARGETED FOR
SOLARIZATION**

Clean energy.
Reliable care.



MEDIPOOL

**POOLED PROCUREMENT
EXPANDING ACCESS,
LOWERING COSTS**

Better value.
More availability.



STRONGER HEALTH SECURITY

**ENHANCED SURVEILLANCE &
OUTBREAK RESPONSE CAPACITY**

Prepared today.
Protected tomorrow.



CUMULATIVE INVESTMENT BASELINE

₦235 Billion represents total BHC PF investment disbursed from 2023–2026. (H1 2026 disbursement: ₦XX Billion)



Strong leadership. Smart investments. Better systems.

HEALTH RENEWAL IS WORKING.

For every Nigerian. Everywhere.



4 - POINT AGENDA

of the Federal Ministry of Health and Social Welfare,
under **COORDINATING MINISTER PROF. MUHAMMED ALI PATE, CON**



RENEWED
HOPE

Improve Governance 01

Enhancing leadership, accountability, and transparency within the health system

Enhancing population health outcome 02

strengthening primary healthcare, reducing the disease burden

Unlocking the health value chain 03

Promoting local production of pharmaceuticals and medical consumables

Strengthening health security 04

Strengthening preparedness, surveillance, and response to public health emergencies.