

# Reform Implementation in an international context

## Some Reflections for the debate



Dublin, 19th September 2017

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# A major leap forward

- Universal Health Coverage
- User Charges
- PHC access
- Integrated care
- Public private mix playing field
- Funding requirements
- Health in All Policies
- Supported by comprehensive analysis
- Backed by all party political consensus
- No longer 'Whether' or 'Where' but 'How'



***“...there is no more delicate matter to take in hand, nor more dangerous to conduct, nor more doubtful in its success, than to set up as a leader in the introduction of changes”***

**MACHIAVELLI**



**IL PRINCIPE**

Met de stem van Francis Verdoordt

***“For he who innovates will have for his enemies all those who are well off under the existing order of things, and only lukewarm supporters in those who might be better off under the new ...”***



# Implementation....

## All about (Good) Governance

- **T**ransparency
  - Makes decisions & their grounds clear
- **A**ccountability
  - Clear reporting to principals with sanctions
- **P**articipation
  - Affected parties engaged in decision making
- **I**ntegrity
  - Weberian virtues: clear jobs, hiring etc.
- **P**olicy **C**apacity
  - Skills for policy analysis & implementation





# Reform Implementation

## A Framework / Enablers

- Leadership, Vision and Capacity
- Process and Pace of Implementation
- Technical capacity
- Transparency, Communication and Participation
- Implementation Structure & Functions



# Political Leadership *with* Vision and Policy Capacity

- Central in implementation of complex reforms
  - Bed reductions in Latvia
  - Rationing (effective coverage) in Portugal
  - Pharmaceutical policy in Spain and many others
- Sustaining continued vision & leadership in Ireland



# Process and Pace of Implementation

## *Timing, Timing, Timing*

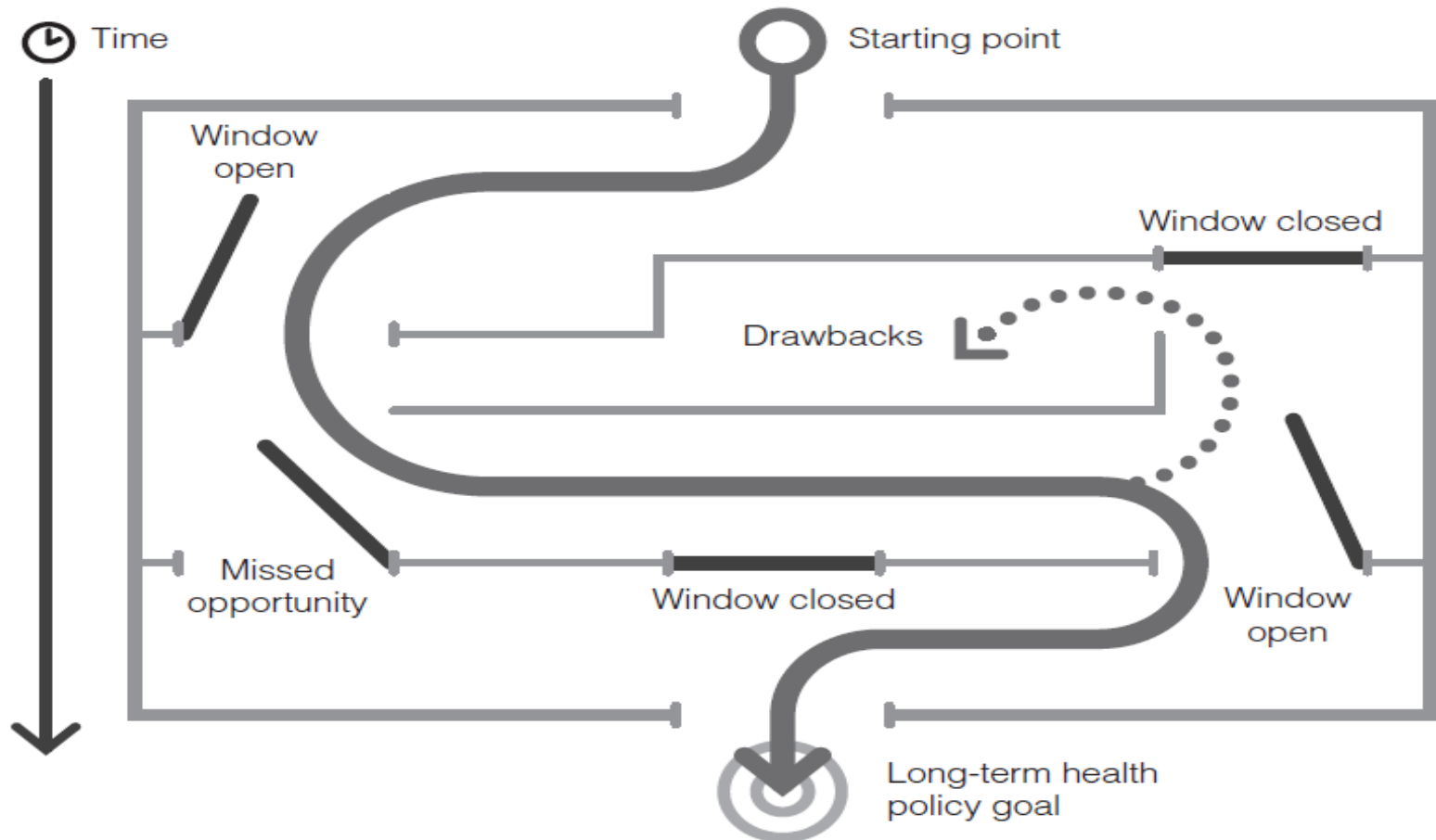
- Phasing of reforms
- Incrementalist approach
  - All reforms fraught with technical (detailed) uncertainty
  - To consider context specificity and path dependency
  - Framework legislation
  - Balancing *top down* with *bottom up*
  - Piloting (and rolling out!) reform innovation
  - Integrated care in Finland, Netherlands, Portugal,..
  - Integrated care in Ireland?
  - Allow for (some) time flexibility / adjustment



# Process and Pace of Implementation

## Timing, Timing, Timing

**Fig. 1.2** *How windows of opportunity shape long-term policy-making*







# Technical Capacity and Resources

- Information Technology
- Human Resources Skills
- Building HR Capacity / Training
- Political and 'Cultural' capacity
  
- Key precondition implementation success: Ireland



# Transparency, Communication and Participation

- Transparency, reform evaluation & Benchmarking
  - E.g. Public Reporting & Hospital Rankings

Topics	NHS Choices users rating	Care Quality Commission inspection ratings	Recommended by staff	Open and honest reporting	Infection control and cleanliness	Mortality rate	Food: Choice and Quality
Key Facts Sort by: Nearest <a href="#">Update results</a>							
<b>Moorfields At Sir Ludwig Guttman Health And Wellbeing Centre</b> <input type="checkbox"/> Add to shortlist							
40 Liberty Bridge Road East Village Olympic Park London Greater London E20 1AS 4.0 miles away   <a href="#">Get directions</a>	★★★★★ No ratings yet <a href="#">Rate it yourself</a>	n/a Not yet rated	 Among the best with a value of 91%	 As expected	n/a No relevant data available	n/a Not available for independent or specialist hospitals	n/a No relevant data available
<b>St Mary's Hospital (HQ)</b> <input type="checkbox"/> Add to shortlist							
Tel: 020 3312 6666 Praed Street London W2 1NY 4.1 miles away   <a href="#">Get directions</a> 	★★★★☆ 209 ratings <a href="#">Rate it yourself</a>	 Requires Improvement <a href="#">Visit CQC profile</a>	 Within expected range with a value of 68%	 As expected	 As expected	 Better than expected in hospital and up to 30 days after discharge (0.7785)	 86.81% Among the best
<b>North Middlesex University Hospital NHS Trust</b> <input type="checkbox"/> Add to shortlist							
Tel: 020 8887 2000 Sterling Way London N19 4QY	★★★★☆ 244 ratings		 Within expected	 As expected	 As expected	 As expected	 86.54%



# Implementation Structure & Functions

- Location: Independence vs Integration
- Financial Resources
- Accountability mechanisms
- Timetable and targets
- Transparency: Monitoring and Evaluation
- Communication capacity

**There is only one Way...**  
**It is Forward!**