Reform Implementation in an international context

Some Reflections for the debate

Dublin, 19th September 2017

Josep Figueras
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”

“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

- **Transparency**
  - Makes decisions & their grounds clear

- **Accountability**
  - Clear reporting to principals with sanctions

- **Participation**
  - Affected parties engaged in decision making

- **Integrity**
  - Weberian virtues: clear jobs, hiring etc.

- **Policy Capacity**
  - Skills for policy analysis & implementation
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
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

- Risks and benefits of small vs large "big bangs"
- English NHS Reforms vs PHC in Austria
- Identifying the windows of opportunity
- Look for quick success, win-"low hanging fruit"
- PHC coverage / reducing user charges in Ireland
- Prioritization and pace of implementation in light of available political, technical, financial,… resources.
- Aligning reforms, resources and incentives
- Potential for reform misalignments in Ireland

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Technical Capacity and Resources

• Information Technology
• Human Resources Skills
• Building HR Capacity / Training
• Political and ‘Cultural’ capacity

• Key precondition implementation success: Ireland
Transparency, reform evaluation & Benchmarking
– E.g. Public Reporting & Hospital Rankings

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<th>NHS Choices users rating</th>
<th>Care Quality Commission inspection ratings</th>
<th>Recommended by staff</th>
<th>Open and honest reporting</th>
<th>Infection control and cleanliness</th>
<th>Mortality rate</th>
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**Moorfields At Sir Ludwig Guttman Health And Wellbeing Centre**

40 Liberty Bridge Road
East Village
Olympic Park
London
Greater London
E20 1AS
4.0 miles away | Get directions

- No ratings yet
- Rate it yourself
- n/a
- Not yet rated
- Among the best with a value of 91%
- As expected
- n/a
- Not available for independent or specialist hospitals
- n/a
- No relevant data available

**St Mary’s Hospital (HQ)**

Tel: 020 3312 6666
Praed Street
London
W2 1NY
4.1 miles away | Get directions

- 209 ratings
- Rate it yourself
- Requires improvement
- Visit CQC profile
- Within expected range with a value of 68%
- As expected
- As expected
- As expected
- Better than expected in hospital and up to 30 days after discharge (0.7785)
- 86.81% Among the Best

**North Middlesex University Hospital NHS Trust**

Tel: 020 8887 2000
Sterling Way
London
N18 1RY
3.8 miles away | Get directions

- 244 ratings
- Requires improvement
- Visit CQC profile
- Within expected range with a value of 68%
- As expected
- As expected
- As expected
- As expected
- 86.53% Among the Best

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