



**Trinity College Dublin**  
Coláiste na Tríonóide, Baile Átha Cliath  
The University of Dublin

# Hand in Hand – Health System Resilience and Reform

Prof Steve Thomas

With thanks to Dr Padraic Fleming, Dr Liz Farsaci, Ms Catherine O'Donoghue,  
Dr Arianna Almirall-Sanchez

**RESTORE annual seminar**  
**29<sup>th</sup> March 2023**



# Scope

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## **1. RESTORE Project**

- Research Leader Award, 5 years, International Collaboration

## **2. Outputs**

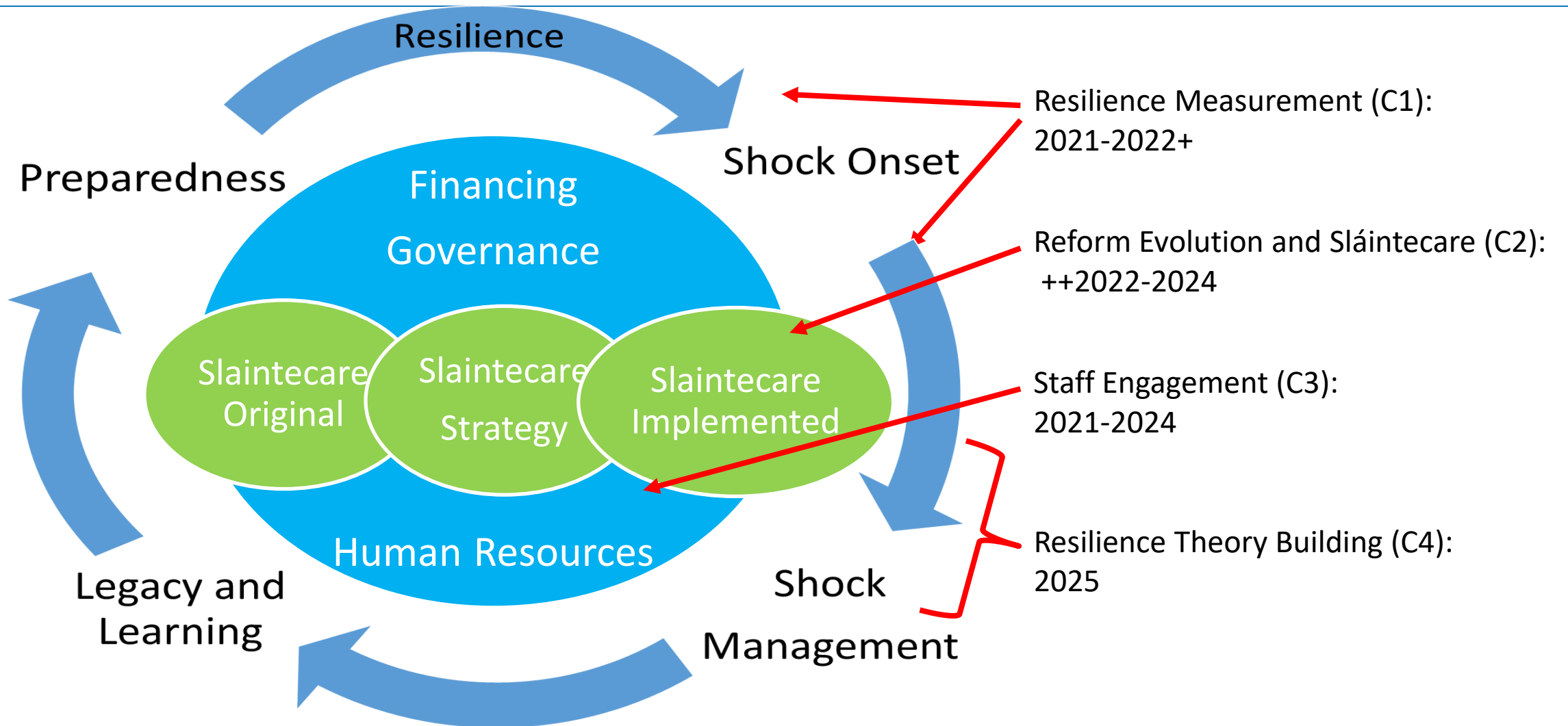
- Publications, Presentations, Engagement
- Elgar Handbook

## **3. PRESTO and Key Themes**

- Launch!

## **4. Agenda for the Day**

# RESTORE Logic and Sequencing



# Outputs: International Peer-reviewed Publications



## IJHPM

International Journal of Health Policy and Management

Home Browse Journal Info IJHPM Guidelines Submit Manuscript Reviewers COVID-19 Videocasts


### How International Health System Austerity Responses to the 2008 Financial Crisis Impacted Health System and Workforce Resilience – A Realist Review

Document Type : Review Article

**Authors**  
Padraic Fleming<sup>1</sup>; Louise Caffrey<sup>2</sup>; Sara Van Belle<sup>3</sup>; Sarah Barry<sup>1</sup>; Sara Burke<sup>1</sup>; Jacki Conway<sup>4</sup>; Rikke Siersbaek<sup>1</sup>; David Mockler<sup>5</sup>; Steve Thomas<sup>1</sup>

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<sup>5</sup> Library Reader Services, Trinity College Dublin, The University of Dublin, St James Hospital, Dublin 8, Ireland

doi: 10.34172/IJHPM.2022.7420



## Health Policy

Volume 125, Issue 3, March 2021, Pages 277-283

### Sláintecare implementation status in 2020: Limited progress with entitlement expansion ☆

Steve Thomas, Bridget Johnston, Sarah Barry, Rikke Siersbaek, Sara Burke



## EUI EUROPEAN UNIVERSITY INSTITUTE

Cadmus Home > Robert Schuman Centre for Advanced Studies (RSC) > RSC Policy Briefs > View Item

2020 Other

### Strengthening health system resilience : what role for migrants and migration policies?

THOMAS, Steve; FLEMING, Padraic; O'DONOGHUE, Catherine; ALMIRALL-SANCHEZ, Arianna

Migration Policy Centre, MigResHub, Think Pieces, 2020/05



## Health Policy

Volume 126, Issue 12, December 2022, Pages 1195-1205

### Metrics and indicators used to assess health system resilience in response to shocks to health systems in high income countries—A systematic review

Padraic Fleming<sup>a</sup>, Catherine O'Donoghue<sup>a</sup>, Arianna Almirall-Sanchez<sup>a</sup>, David Mockler<sup>b</sup>, Conor Keegan<sup>c</sup>, Jon Cylus<sup>d</sup>, Anna Sagan<sup>d</sup>, Steve Thomas<sup>a</sup>

### THE LANCET Regional Health Europe

SERIES HEALTH POLICY | VOLUME 9, 100223, OCTOBER 2021

PDF [662 KB]

### Building health system resilience through policy development in response to COVID-19 in Ireland: From shock to reform

Sara Burke, Sarah Parker, Padraic Fleming, Sarah Barry, Steve Thomas

Open Access • Published: October, 2021 • DOI: <https://doi.org/10.1016/j.lanpe.2021.100223>




## Health Policy

Volume 126, Issue 5, May 2022, Pages 427-437

### A comparison of 2020 health policy responses to the COVID-19 pandemic in Canada, Ireland, the United Kingdom and the United States of America

Lynn Unruh<sup>a</sup>, Sara Allin<sup>b</sup>, Greg Marchildon<sup>b</sup>, Sara Burke<sup>c</sup>, Sarah Barry<sup>c</sup>, Rikke Siersbaek<sup>c</sup>, Steve Thomas<sup>c</sup>, Selina Rajan<sup>d</sup>, Andriy Koval<sup>a</sup>, Mathew Alexander<sup>e</sup>, Sherry Merkur<sup>f</sup>, Erin Webb<sup>g</sup>, Gemma A. Williams<sup>f</sup>



Perspectives on COVID-19

## COVID-19 AND HEALTH SYSTEMS RESILIENCE: LESSONS GOING FORWARDS

Anna Sagan, Steve Thomas, Martin McKee, Marina Karanikolos, Natasha Azzopardi-Muscat, Isabel de la Mata and Josep Figueras

**Summary:** From the early days of the pandemic policy analysts have been trying to understand what constitutes a resilient health systems response. This article takes stock of the national responses over the past ten months and distils strategies and general lessons for enhancing health systems resilience. Among health systems functions, effective governance, while not easy to pinpoint or secure, has been key to a resilient response, constituting a mortar binding everything else together. The pandemic has also highlighted the importance of solidarity, both within and between countries, bringing us to a

Cite this as: *Eurohealth* 2020; 26(2).

**BMC** Part of Springer Nature

### Human Resources for Health

Home About Articles Submission Guidelines

Research | Open Access | Published: 26 May 2022

### Implications for health system reform, workforce recovery and rebuilding in the context of the Great Recession and COVID-19: a case study of workforce trends in Ireland 2008–2021

Padraic Fleming, Steve Thomas, Des Williams, Jack Kennedy & Sara Burke

*Human Resources for Health* 20, Article number: 48 (2022) | [Cite this article](#)

2829 Accesses | 3 Citations | 21 Altmetric | [Metrics](#)



# Outputs: International Presentations



### Facing forward: into the next shock

**What is it?**  
**Complex Shock**

- Cost of Living Crisis (fuel, food, recession, stagflation?)
- Refugees/Migration
- War

### 2022 Global PHSSR Summit - Session 11

#### Reflections

**Key questions emerging from review**

- Broad review of health system resilience across different shock types through COVID dominating recent research
- What is resilience - concept still emerging - we are all still analyzing and learning
- No clear systematic way of measuring HS resilience
- Is comparability possible or even useful?
- Recovery, learning, and legacies have received less attention
  - Tension between short-term vs long-term
  - Unpick the causal mechanisms of poor resilience

**Key questions emerging from PHSSR**

- Health systems experiencing an epidemic -> how do we better utilize the data that exists
- Workforce is key - staff shortages globally, high staff turnover, over-dependence on foreign trained doctors
  - Are numbers, surge capacity, skill mix important? Yes but
  - Good communication, upstream and downstream, transparency, values and action that mitigate moral distress
  - But how do we measure these in a meaningful way?
    - Need to move towards more nuanced cross-country comparisons

### Migrants and systemic resilience in health services

Trinity College Dublin  
Centre for Health Policy and Management  
Trinity College Dublin

*Strengthening health systems resilience: What role for migrants and migration policies?*

Steve Thomas, Padraic Fleming, Catherine O'Donoghue

### LECTURE SERIES

SOPHIE WITTER  
ReBUILD for Resilience  
Panel Chair

RIFAT ATUN  
Harvard University

MICKEY CHOPRA  
World Bank

KARL BLANCHET  
Geneva Centre of Humanitarian Studies

GINA TEDDY  
Ghana Institute of Management & Public Administration

STEPHANIE TOPP  
James Cook University

EDWINE BARASA  
KEMRI-Wellcome Trust  
Nairobi programme

STEVE THOMAS  
Trinity College Dublin

ALASTAIR AGER  
Queen Margaret University

Liina-Kaisa Tynkkynen  
@liina\_kaisa

Pleasure to have Prof. Steve Thomas and Dr. @padraicfleming from @TCDhpm to discuss health system resilience and lessons from #COVID19 pandemic in Health Services Research webinar organised by @SystemsWelfare @Soslaaketiede and @THLOrg.

### Governance for Transformation

COVID as spotlight:

- Private nursing homes, Protection of Staff, Vulnerable groups, ICUs

COVID as Catalyst:

- Information Technology, Health Reform

COVID-19 stalled progress on reform / Slaintecare in early 2020

Slaintecare prioritised since mid-2020

Strongest ever alignment between political commitments (PFG), government COVID-19 & health system policy responses and Slaintecare

### 13 Webinar: Sustainability of Health Financing

#### Using crisis to boost Slaintecare Reform

Prof. Steve Thomas  
Trinity College Dublin

**Slaintecare 10 year plan to deliver UHC (2017)**

**Expanding system capacity**

- Integrated Care,
- Increased staffing 12,000-16,000

**Slaintecare report funding levels**

**Universal COVID services (diagnostics, access) from March**

- Taste for Universalism?

### Building Legacy

- Spotlight for action**
  - Identifying/magnifying weaknesses
  - Stress test
- Catalyst/Accelerator/Enabler**
  - Disruption
  - Opportunity

### EHMA 2022

FROM PEOPLE TO SYSTEMS. LEADERSHIP FOR A SUSTAINABLE FUTURE

15-17 June 2022  
Brussels, Belgium

Dr Pádraic Fleming  
Research Fellow

Trinity College Dublin  
College on Translating, Better Evidence  
The University of Dublin

**Implications for health system reform, workforce recovery and rebuilding: Lessons from the Great Recession and COVID-19**

#EHMA2022

## Revitalising Health Care Reform through the Pandemic: Further Adventures of Slaintecare in Ireland

Friday, June 10, 2022  
12:00 - 1:00 PM

Trinity College Dublin, The University of Dublin

### Sustainable Welfare Systems @SystemsWelfare · May 19

The 2nd day of the Nordic network for Health Policy, Health Management & Health Services Research workshop and the talk by Prof. Steve Thomas @TCDhpm is starting. Prof. Thomas is one of the pioneers in health system resilience research. It's a great pleasure to have him with us.

### "Strengthening health systems resilience" with Professor Steve Thomas

New thinking on Health System Resilience

Resilient health systems are those that are able to manage well each stage of the shock cycle.

Health system resilience is the ability to

- Prepare for,
- Identify,
- Manage (absorb, adapt and transform), and
- Recover and learn from shocks to improve health system performance.

MORE VIDEOS

# Engagement

## International:

- Swedish Government/Observatory Policy Dialogue on Private Health Insurance
- Resilience Network development in Geneva
- BBC Scotland on Health System Design

## National:

- Presentation to the Oireachtas Committee on Sláintecare
- Health System Performance Assessment framework (Department of Health)
- Presentations to DOH and HSE



Can Scotland learn from Ireland's health service?

The NHS in Scotland is looking for radical solutions but can it learn any lessons from its neighbour Ireland?

[www.bbc.com](http://www.bbc.com)

## Ireland's history with PHI





# Handbook on Health System Resilience

Developing Global Thinking on Health System Resilience

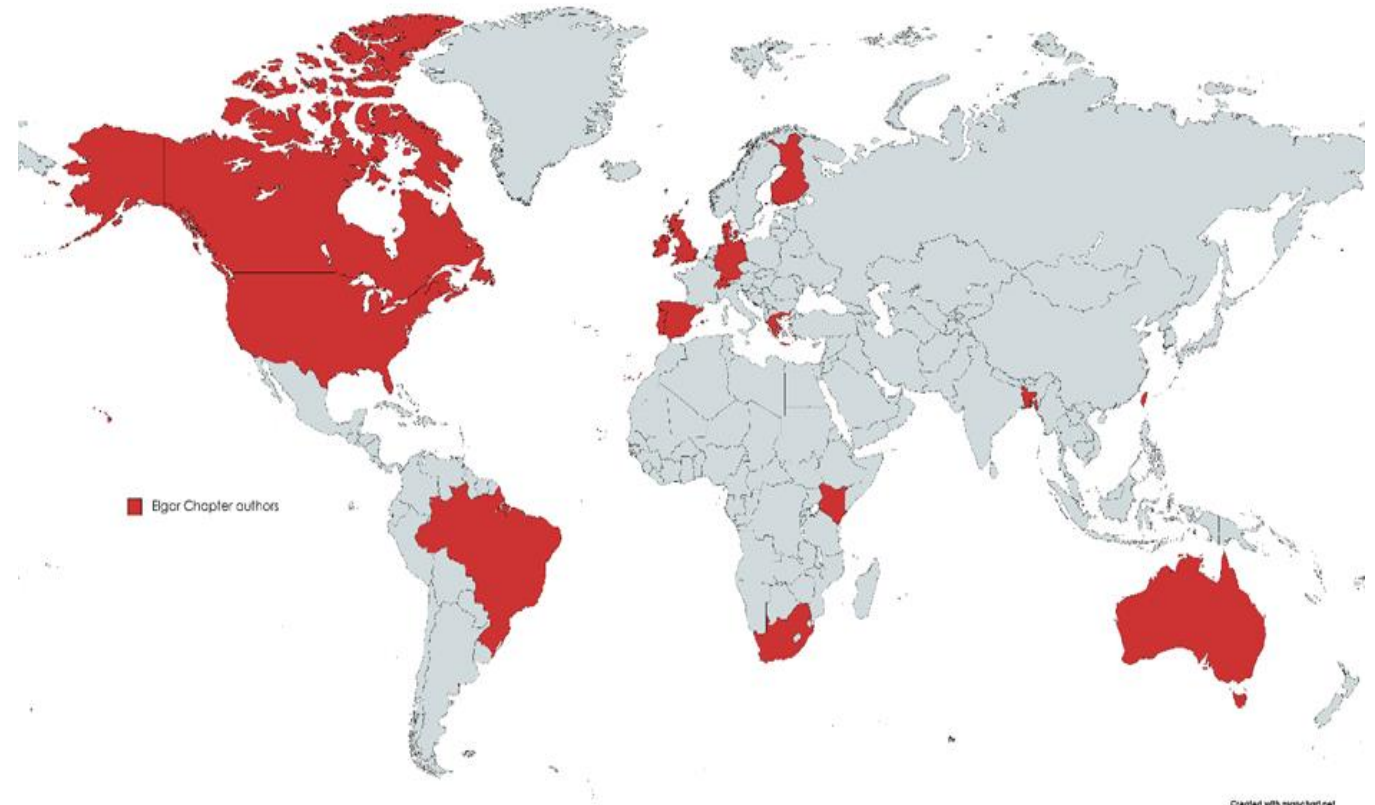


## Scope:

- Theory
- Health System Functions
- International comparative analysis
- Learning from different shocks
- Looking forward and Learning Lessons

**21 chapters drafted (out of 27) with half peer-reviewed**

**Workshop and Publication end 2023**





Partnership for Health System  
Sustainability and Resilience



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## PRESTO: Aims and Process

IRELAND

### The PRESTO report Sustainability and Resilience in the Irish Health System

A collaboration between the PHSSR programme and the RESTORE project

Steve Thomas, Catherine O'Donoghue, Noel McCarthy, Aislinn Almirall-Sanchez,  
Sara Burke, Conor Keegan, Greg Dempsey, Sarah Barry and Padraic Fleming



February 2023

Unique collaboration between The RESTORE project and the “Partnership for Health System Sustainability and Resilience”

Unlike other countries, no funding from private sector sources

**Aim: To evaluate health system resilience and sustainability – with special focus on the COVID-19 era**

Seven domains – governance, financing HR, service delivery, medicines and IT, population health and environmental sustainability

Data – huge variety of secondary sources and primary interviews with key informants



# PRESTO Process

- 1. Background papers using existing data**
- 2. 1<sup>st</sup> Expert Group Meeting – Technical discussion of key issues and focus for report**
- 3. Report Development**
- 4. 2<sup>nd</sup> Expert group Meeting – Technical discussion of analysis and findings**
- 5. First Draft**
- 6. International Peer review**
- 7. Document Finalisation**

## Expert Group:

Greg Dempsey, Deputy Secretary General, Department of Health

Dr Margaret O'Riordan, Former President, Irish College of General Practice

Ms Anne Marie Hoey, National Director of Human Resources, Health Service Executive

Mr Colm O'Riordan, Secretary to the Commission on Taxation and Welfare, Department of Finance

Professor Ilmo Keskimäki, Research Professor, Finnish Institute for Health and Welfare and Professor, Health Services Research, Faculty of Social Sciences, Tampere University, Finland

Dr Sara Burke, Associate Professor, Centre for Health Policy and Management, Trinity College Dublin

Dr Sarah Barry, Assistant Professor, Centre for Health Policy and Management, Trinity College Dublin

Dr Conor Keegan, Economist and Senior Research Officer, Economic and Social Research Institute and Head of Health Insurance Regulatory Affairs, Vhi

Prof Noel McCarthy, Professor of Population, Health, Trinity College Dublin

Daniel Wygal, Country Director, AstraZeneca

Beatrice Cosgrove, Country Manager, Phillips

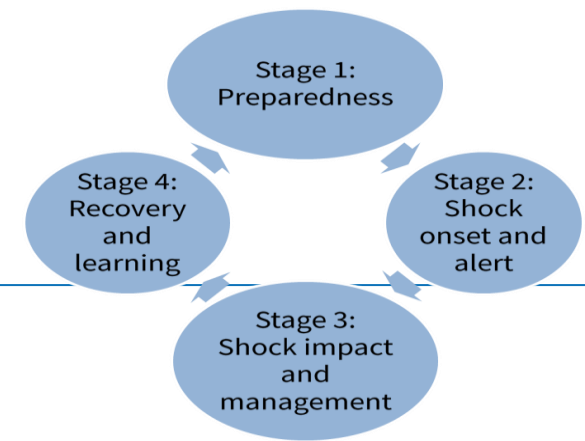
Shane O'Driscoll, Associate Manager, KPMG

Dr Ina Kelly, Consultant in Public Health Medicine, HSE and UCC

Ms Jacki Conway, PPI representative and Chief Operating Officer, Everlake

Charlotte Johnston-Webber, Senior Policy Associate, Health Policy, London School of Economics and Political Science

# PRESTO – Boiled down Findings



## Pre-COVID preparedness:

Limited bed capacity, demoralised staff, lack of specific pandemic planning, IT deficiencies, no universalism

C-

## COVID response:

Money no object, system flexibility, low excess mortality, governance not perfect but not bad, increased universalism and enhanced Sláintecare

B+

## Legacy Issues:

Very long waiting lists, burnout, innovation, funding

## What's next?



- **Permacrisis**
  - “One effing thing after another!”
  - Challenge to how we think about resilience
- **COVID-19 revitalised Sláintecare – particularly capacity components**
- **Can Cost of Living Crisis also help Sláintecare?**

## Resilience and Reform – Bestos?

- **Sláintecare:**
  - Born out of a shock,
  - Reinvigorated by a shock,
  - Required for a shock
- **Shocks can be leveraged for reform if we are intentional and courageous**





# Agenda for the Day I

- 10:05-11:20      Session 1: Health system resilience – From COVID to Cost of Living Crisis – Chair Dr Padraic Fleming, RESTORE project**
- 10:05-10:30**      **Health Systems Resilience: Lessons from COVID for future shocks - Dr Ewout van Ginneken, Berlin University of Technology and European Observatory**
- 10:30-10:50**      **Health Systems Resilience and Sustainability in Ireland: Highlights of the PRESTO report - Ms Catherine O'Donoghue, RESTORE project**
- 10:50-11:05**      **Workforce Engagement in Ireland - Dr Arianna Almirall-Sanchez, RESTORE project**
- 11:05-11:35**      **Q&A + Coffee Break**
- 11:35-12:30      Session 2: Barriers and Obstacles to progressing System Reform – Chair Dr Sarah Barry, RCSI**
- 11:35-11:55**      **Lessons from PHSSR case studies for taking forward health reform - Dr George Wharton, London School of Economics**
- 12:55-12:10**      **Using crises as catalysts for change: Legacies and Resilience amidst shocks to the health care system - Dr Liz Farsaci, RESTORE project**

# Agenda for the Day II

**12:10-12:25**

**Q&A**

**12:25-1:00**

**Session 3: Panel discussion - Chair: Prof Sara Burke, Director of the Centre for Health Policy and Management**

**Panel:**

**Dr Ewout van Ginneken, Berlin Hub Coordinator, Observatory**

**Dr George Wharton, Senior Lecturer, LSE**

**Mr Greg Dempsey, Deputy Director General, Department of Health**

**Dr Margaret O’Riordan, Former ICGP President**

**Prof Steve Thomas, PI RESTORE**

**1:00pm**

**Closing remarks: Dr Annalisa Montesanti, Lead Programme Manager, Health Research Board**



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**Thank You**

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