



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



Introduction to RESTORE (Resilience to Reform) and today's workshop: "Measuring and Building Health System Resilience"

Prof Steve Thomas,

Edward Kennedy Chair of Health Policy and Management, Centre for Health Policy and Management

With Dr Padraic Fleming, Catherine O'Donoghue and Dr Arianna Almirall-Sanchez

Scope

- **The RESTORE project**
- **Evolving thinking on Health System Resilience**
- **Today's workshop programme**

Towards Dynamic Resilience in Health System Performance and Reform (RESTORE)

HRB Research Leader Award, €1.4 million, 5 years - November 2020 to end October 2025

Aim: This research programme aims to evaluate and enhance the resilience of the Irish health system to recover from austerity, improve health system performance and deliver effective reform, in the shape of Sláintecare. It also aims to develop a dynamic theory of health system resilience.

International Team:

Trinity College Dublin, Department of Health, Health Service Executive, ESRI, RCSI, European Observatory of Health Systems and Policies, University of Toronto

Website:

https://www.tcd.ie/medicine/health_policy_management/research/current/restore/



Laura Magahy



Josep Figueras



Carolyn Tuohy-Hughes



Susan Smith



Richard Layte

Meet the RESTORE Research Team



Jon Cylus



Anna Sagan



Sara Burke



Louise Caffrey



Emer McGowan



Conor Keegan



Padraic Fleming



Catherine O'Donoghue



Arianna Almirall-Sanchez



Sarah Barry



Steve Thomas

RESTORE Components and Objectives

- O 1: To evaluate the **resilience** of the Irish Health system
- O 2: To highlight strategies to build the resilience of the Irish health system
- O 3: To develop a dynamic theory of health system resilience

Component 1:
Evaluating Health System Resilience

- O 4: To map and understand the evolution of **Sláintecare** from original document to implementation
- O 5: To identify the key factors which impact on the development of systemic health reform and to identify strategies for preserving **reform integrity and implementation**

Component 2: Evaluating the challenges to large-scale reform and proposing strategic direction

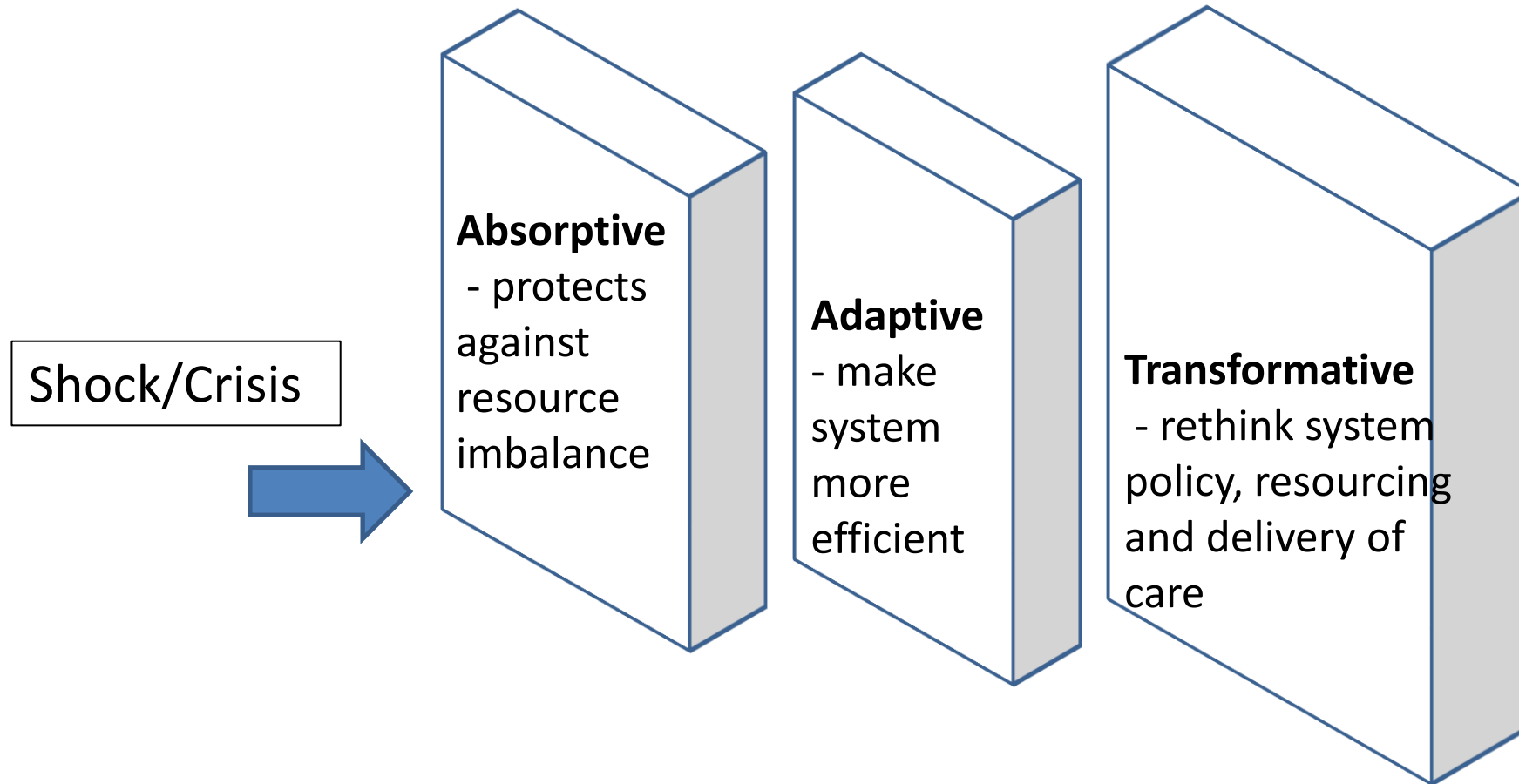
- O 6: To evaluate the **engagement** of health services staff, understanding its consequence and causes

Component 3:
Assessing Staff Engagement Trends

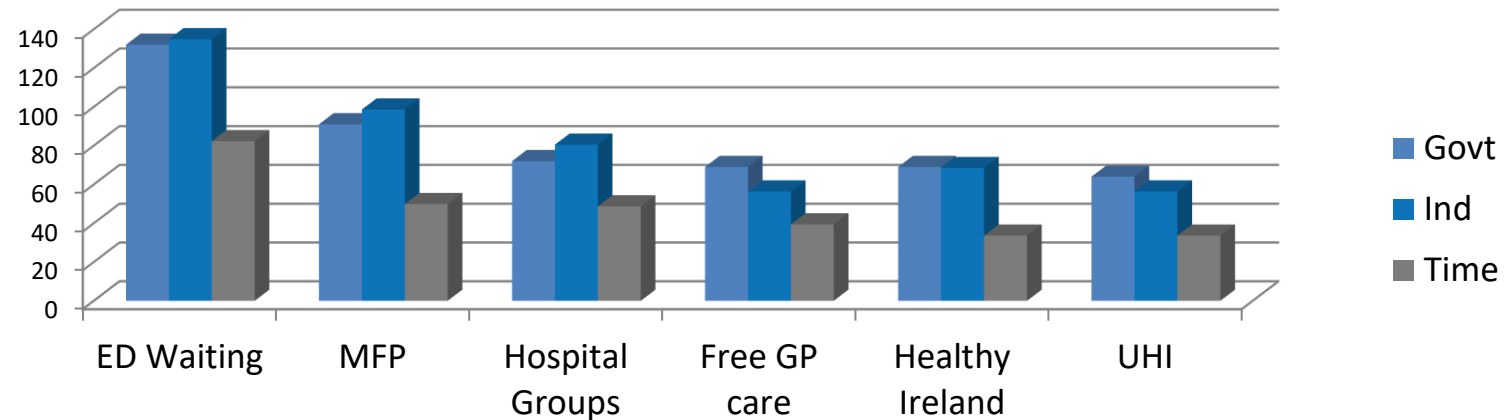
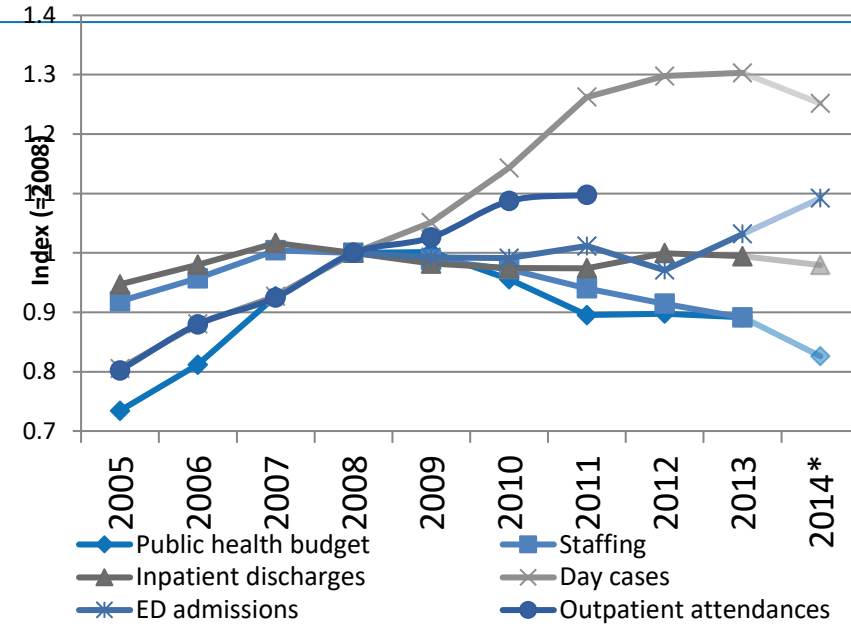
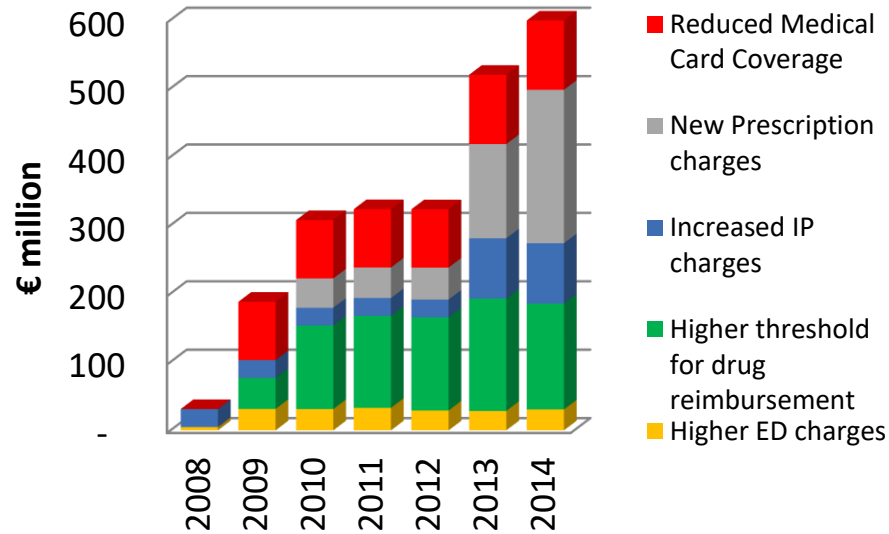
Component 4:
Building Resilience Theory

- O 7 To **propose, present and debate key strategies** for the effective implementation of Sláintecare and health system performance
- O 8 To enhance the **capacity** of Irish researchers to produce cutting edge international health system research
- O 9 To build an **excellent international collaborative network** of health system researchers which will **influence** national and international thinking, discussions, strategies and policy in regard to Universal Health Care and health system resilience
- O 10 To establish regular, effective **fora for knowledge exchange** around health system improvement and reform management.

Round 1: Thinking about Health System Resilience (Traditional)



Resilience: Absorptive, Adaptive and Transformative



Round 2: Thinking about Health System Resilience (Dynamic)

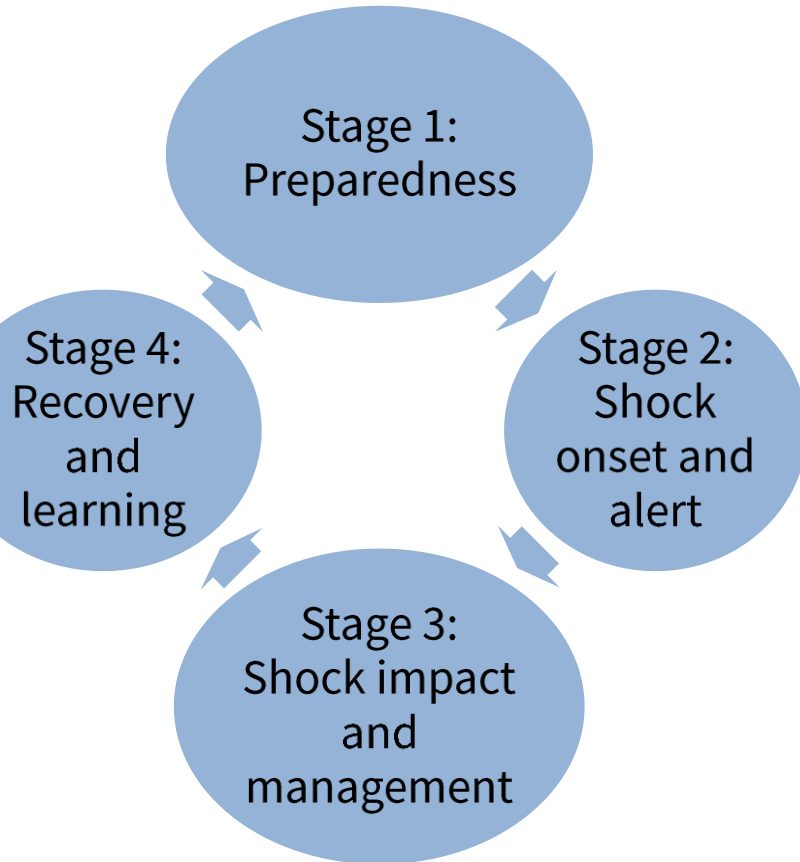
Resilient health system are those that are able to manage well each stage of the shock cycle.

Health system resilience is the ability to:

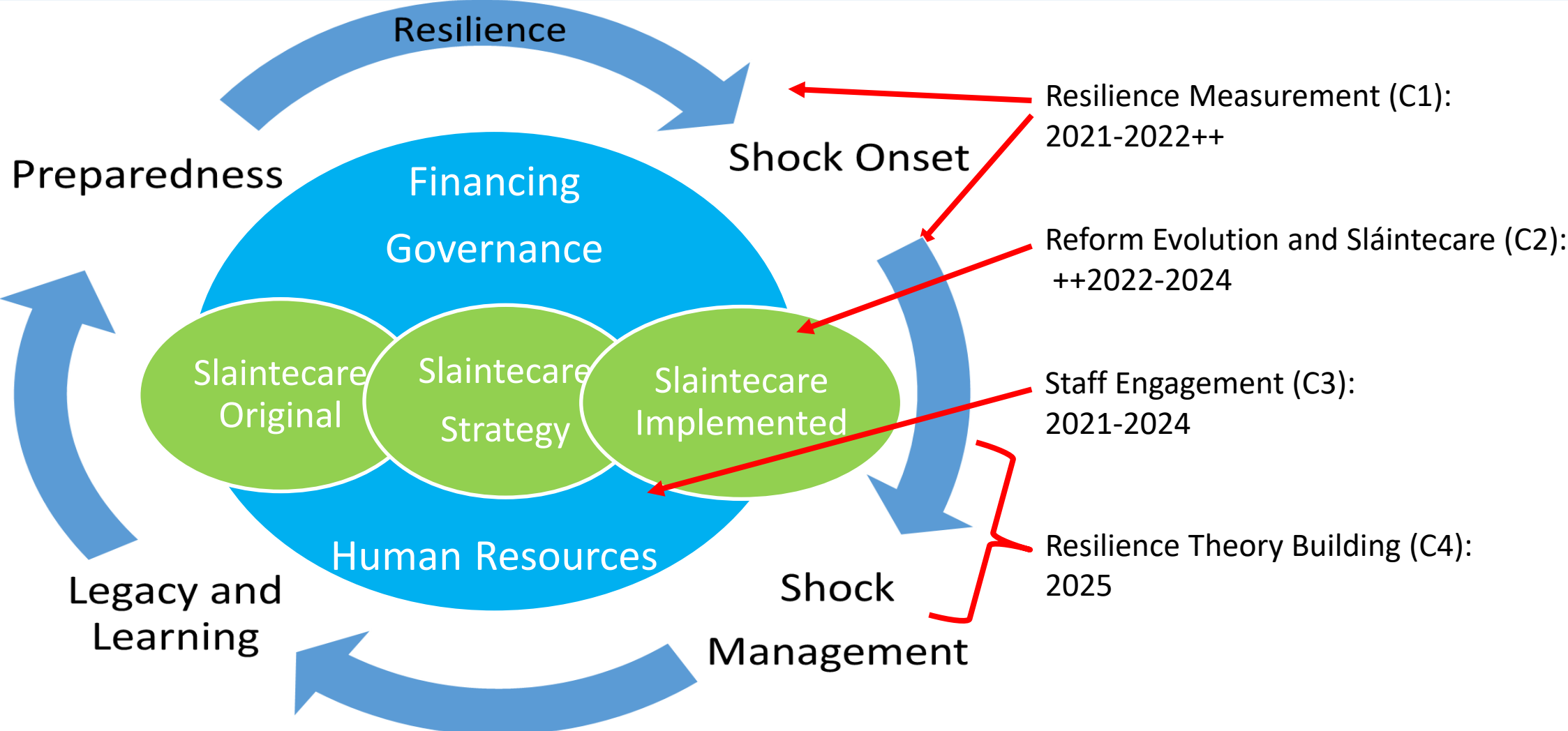
- Prepare for
- Identify
- Manage (absorb, adapt and transform), and
- Recover and learn from

Shocks to improve health system performance

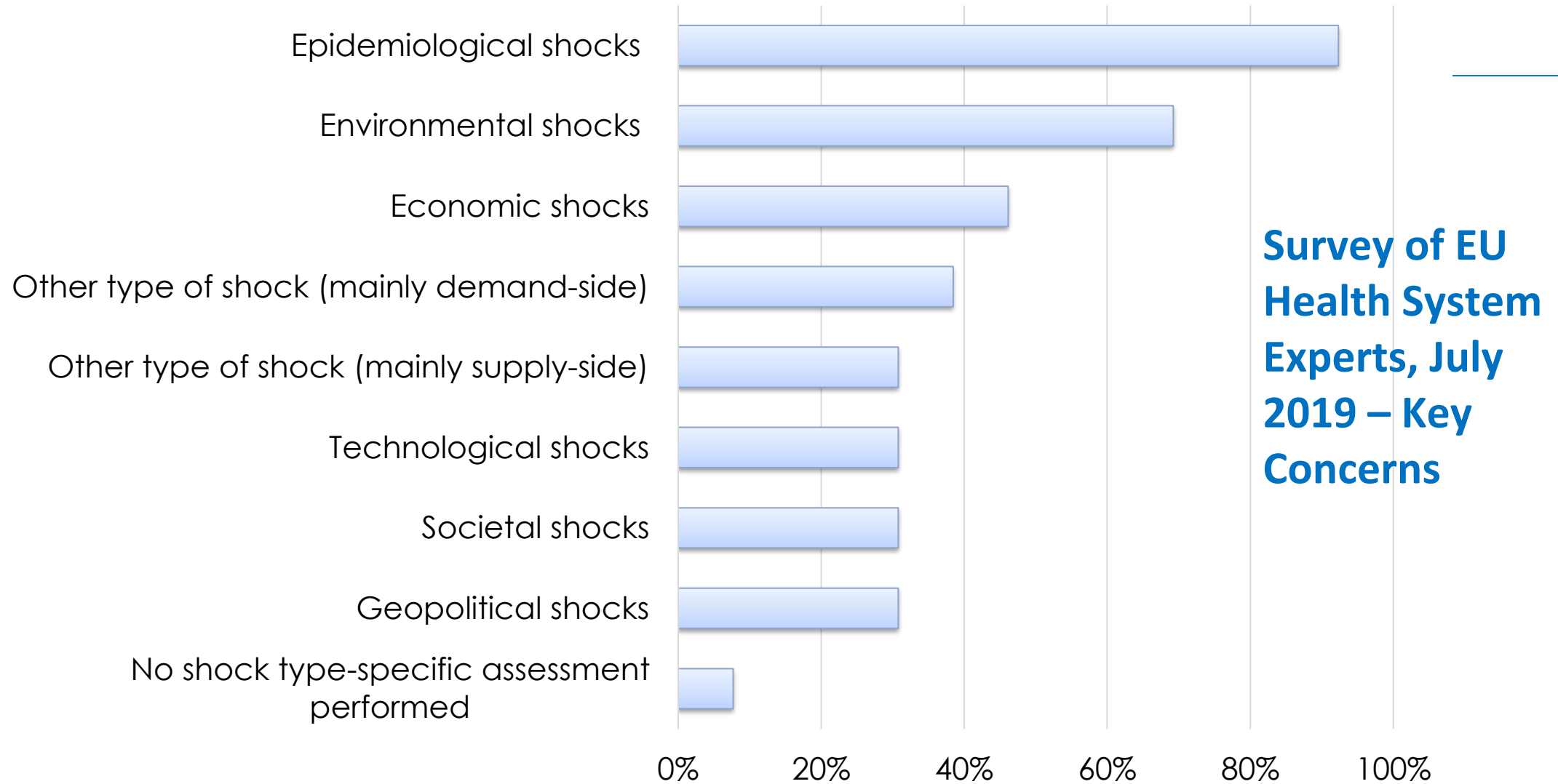
<https://www.euro.who.int/en/about-us/partners/observatory/publications/policy-briefs-and-summaries/strengthening-health-systems-resilience-key-concepts-and-strategies-2020>



RESTORE Logic and Sequencing



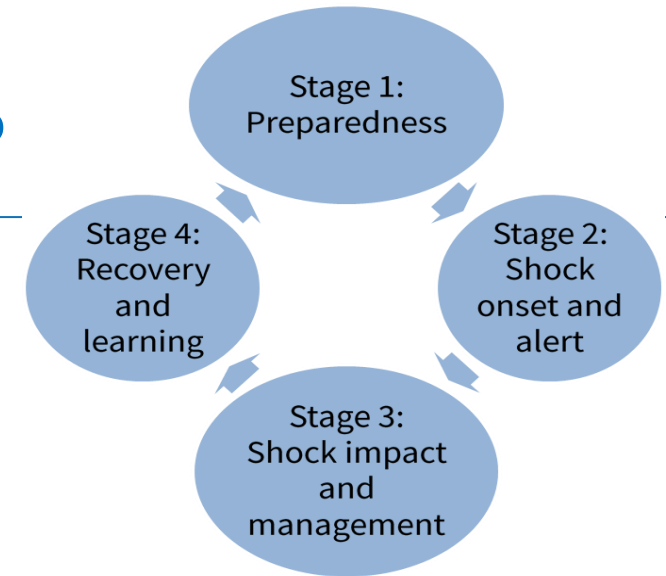
What to do about Preparedness?



Not counting the unknown unknowns...



What to do about more than one shock at a time?



Proposed new Terminology

- 1 Shock - Misfortune
- 2 Shocks - Carelessness
- 3 Shocks - Dublin buses
- 4 Shocks – “Omnishambles”
or “ClusterF***”

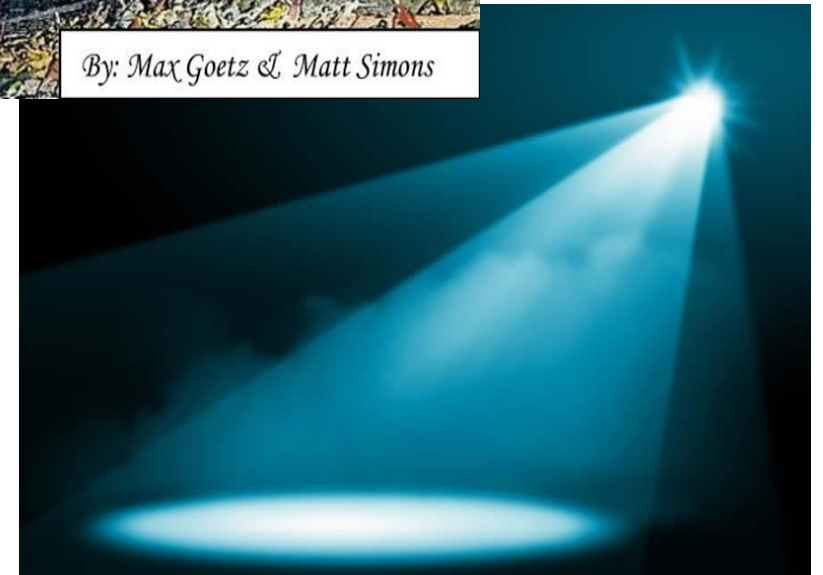
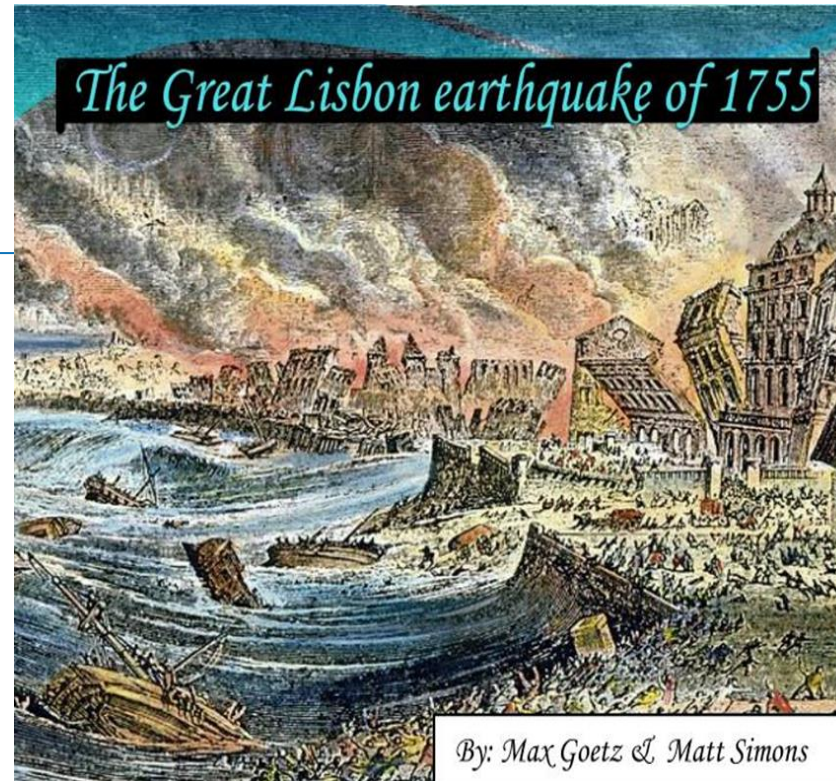
What to do about building Legacy?

1. Catalyst/Accelerator/Enabler

- Disruption
- Opportunity

2. Spotlight for action

- Identifying/magnifying weaknesses
- Stress test



Round 3: Thinking about Health System Resilience (Post pandemic)



Opportunity for Change

“Loose fit”:

- Sufficiency and Reserves
- Flexibility, Reversibility & Agility
- Well-being now and for the future

Too much focus on specificity and efficiency?

New thinking on Building Health Systems Resilience



Shock cycle to flexi-pants

The tricky nature of Preparedness

Shock Interaction

Opportunity to create Legacy

- Catalyst
- Blueprints

RESTORE workshop timetable: “Measuring and Building Health System Resilience”

9:30-9:40	Welcome from the HRB, Mairead O’Driscoll, Chief Executive, Health Research Board
9:40-10:05	Introduction to RESTORE (Resilience to Reform) and today’s workshop – An overview, Steve Thomas, TCD
<u>10:05-11:15</u>	<u>Session 1: Chair Sarah Barry, TCD</u>
10:05-10:20	A Systematic Review of Measures of Resilience, Padraic Fleming, TCD
10:20-10:35	Health System Resilience Indicators for Ireland, Steve Thomas, TCD
10:35-11:00	Health Systems Resilience during COVID-19: Lessons for building back better, Anna Sagan, European Observatory of Health Systems and Policies
11:00-11:10	Q&A
11:10-11:25	Coffee Break

RESTORE workshop timetable: “Measuring and Building Health System Resilience”

<u>11:25-12:30</u>	Session 2: Chair Susan Smith, RCSI
11:25-11:40	A realist review to determine how health system austerity responses to the 2008 financial crisis impacted health system resilience for subsequent shocks. Padraic Fleming, TCD
11:40-11:55	Building health system resilience through policy development in response to COVID-19 in Ireland: From shock to reform. Sara Burke, TCD
11:55-12:20	Crises preparedness and governance of COVID-19 pandemic in four regions in Finland – preliminary results and lessons learned. Liina-Kaisa Tynkkynen, Tampere University
12:20-12:30	Q&A
<u>12:30-1:00</u>	Panel discussion: Chair Sara Burke, TCD
	Muiris O’Connor, Department of Health, Anna Sagan, European Observatory of Health Systems and Policies, Liina-Kaisa Tynkkynen, Tampere University, Steve Thomas TCD
1:00pm	Closing remarks



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Thank you

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