Developing an Observatory Policy Brief on Resilience

Steve Thomas
Director and Associate Professor
Centre for Health Policy and Management
How I used to see things

Preparedness

Recession Severity

Response

Outcome?
Shock Legacy

Even after the shock has gone away you live with the consequences

- Demotivated workforce
- Undersupply of non-acute Human Resources
- Increased use of hospital beds by the frail
- Political consensus and a new plan

History repeating itself?

- Ireland is prone to economic shocks?
Learning: Shock Cycle and Resilience

- Preparedness
- Shock onset and alert
- Shock impact and management
- Recovery, Legacy, Learning
## Learning: Shock Types

<table>
<thead>
<tr>
<th>Shocks</th>
<th>Area of Primary Impact</th>
<th>Secondary Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Crash</td>
<td>Resource Depletion (Supply side)</td>
<td>Less household purchasing power (Demand side)</td>
</tr>
<tr>
<td>Epidemic, Natural Disaster</td>
<td>Need Expansion (Demand Side)</td>
<td>Human resources affected (Supply side)</td>
</tr>
<tr>
<td>Mass migration</td>
<td>Need Expansion (Demand Side)</td>
<td>Additional HR or additional taxes/resources? (Supply side boost?)</td>
</tr>
</tbody>
</table>

What are the causal routes?
Learning: Understanding and metrics

Resilience

Efficiency

Governance
Proposed Policy Brief Outline

Introduction – Why resilience?

What is resilience?
• Definitions, Resilience and the shock cycle, Vulnerability

What are resilient health systems? (Recognising)

Shocks
• Types (Demand vs Supply side), Severity, Shocks vs Strains

How to measure resilience?
• Rapid review of useful metrics
• Resilience vs Efficiency vs Governance (Spot the difference)

Documented Strategies for Improving Resilience
Thank You