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/
RESTORE Components and Objectives

Component 1: Evaluating Health System Resilience
- 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 2: Evaluating the challenges to large-scale reform and proposing strategic direction
- 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
- 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)

Shock/Crisis

Absorptive - protects against resource imbalance

Adaptive - make system more efficient

Transformative - rethink system policy, resourcing and delivery of care
Resilience: Absorptive, Adaptive and Transformative

- Reduced Medical Card Coverage
- New Prescription charges
- Increased IP charges
- Higher threshold for drug reimbursement
- Higher ED charges

Index (2008) vs. Time

- Public health budget
- Staffing
- Inpatient discharges
- Day cases
- ED admissions
- Outpatient attendances

- ED Waiting
- MFP
- Hospital Groups
- Free GP care
- Healthy Ireland
- UHI

Govt
Ind
Time
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

RESTORE Logic and Sequencing

Resilience Measurement (C1): 2021-2022++

Reform Evolution and Sláintecare (C2): ++2022-2024

Staff Engagement (C3): 2021-2024

Resilience Theory Building (C4): 2025
What to do about Preparedness?

Survey of EU Health System Experts, July 2019 – Key Concerns

Epidemiological shocks
Environmental shocks
Economic shocks
Other type of shock (mainly demand-side)
Other type of shock (mainly supply-side)
Technological shocks
Societal shocks
Geopolitical shocks
No shock type-specific assessment performed

EU HSPA Working Group 2020
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
<table>
<thead>
<tr>
<th>Time</th>
<th>Session/Activity</th>
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<tbody>
<tr>
<td>9:30-9:40</td>
<td>Welcome from the HRB, Mairead O’Driscoll, Chief Executive, Health Research Board</td>
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<tr>
<td>9:40-10:05</td>
<td>Introduction to RESTORE (Resilience to Reform) and today’s workshop – An overview, Steve Thomas, TCD</td>
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<td>10:05-11:15</td>
<td>Session 1: Chair Sarah Barry, TCD</td>
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<td>10:05-10:20</td>
<td>A Systematic Review of Measures of Resilience, Padraic Fleming, TCD</td>
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<td>10:20-10:35</td>
<td>Health System Resilience Indicators for Ireland, Steve Thomas, TCD</td>
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<td>11:00-11:10</td>
<td>Q&amp;A</td>
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<td>11:10-11:25</td>
<td>Coffee Break</td>
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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


12:20-12:30 Q&A

12:30-1:00 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
Thank you

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