

Implementing Health System Reform

Learning from COVID 'how to build back better'



munk school
OF GLOBAL AFFAIRS & PUBLIC POLICY



UNIVERSITY OF
TORONTO

Josep Figueras

14th November 2022

European
Observatory

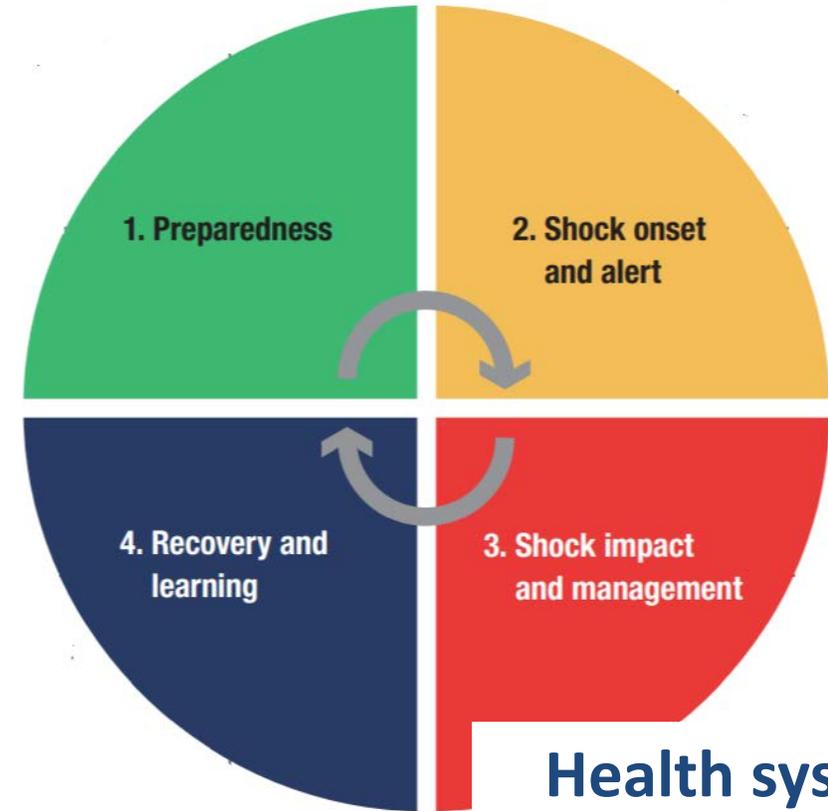


on Health Systems and Policies

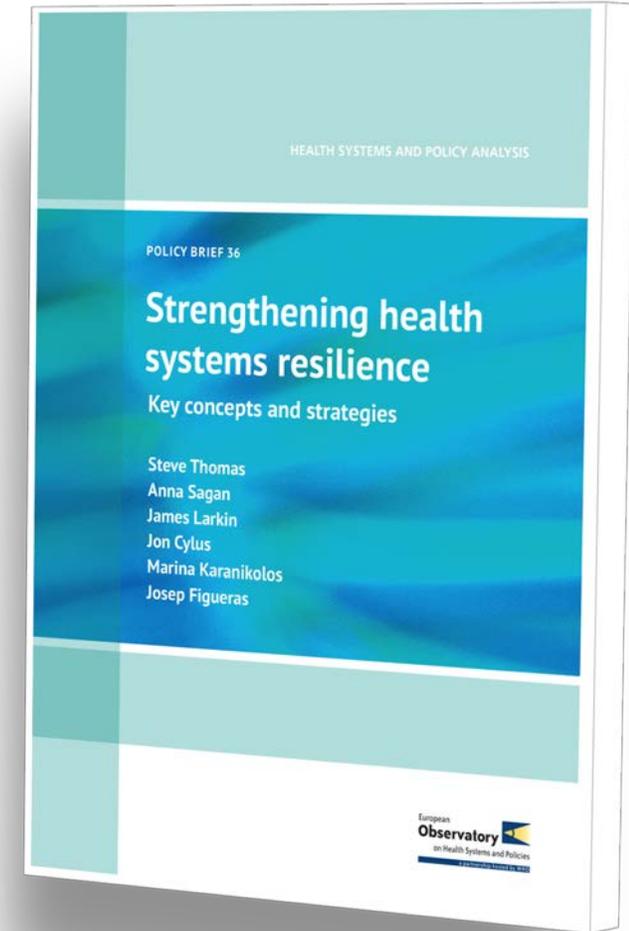
a partnership hosted by WHO



Building resilience into health systems and governments key to manage (inevitable) future shocks



Health system resilience: ability to prepare for, manage (absorb, adapt and transform) and learn from shocks.





How do we build back better?

Health systems resilience during COVID-19

Lessons for building back better

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Health Policy Series 56

World Health Organization
European Observatory on Health Systems and Policies

HEALTH SYSTEMS AND POLICY ANALYSIS

POLICY BRIEF 56

Strengthening health systems resilience
Key concepts and strategies

Steve Thomas
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European Observatory on Health Systems and Policies

Journal of the European Observatory on Health Systems and Policies

EUROHEALTH

RESEARCH • DEBATE • POLICY • NEWS

COVID-19 Health System Response

World Health Organization
European Observatory on Health Systems and Policies

Health system responses to COVID-19

- The Health System Resilience Monitor
- Health systems resilience
- The economic and health consequences
- Evidence informed policymaking
- Revisiting the health care system support systems
- Supporting health workers during COVID-19
- How to protect care homes
- Compensating health care professionals for income losses
- In and out of lockdown
- Contribution within and between governments

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COVID-19 Health System Governance

World Health Organization
European Observatory on Health Systems and Policies

COVID-19 and the opportunity to strengthen health system governance

- Public health leadership
- Health system resilience
- Creating leaders or promoting emergency
- Strengthening the governance of preparedness and response
- Hard questions about emergency
- New credit and stage gate governance
- Health workers surge capacity
- The private sector in pandemic times
- Engaging with communities and civil society

Journal of the European Observatory on Health Systems and Policies

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French Presidency of the Council of the European Union

World Health Organization
European Observatory on Health Systems and Policies

Health system resilience post-COVID: Moving towards more European cooperation

- Strengthening health system resilience in the COVID-19 era
- Expanding participatory governance
- Integrating delivery of essential health services
- Creating surge capacity and rethinking and role
- Accepting and protecting health systems
- COVID-19 and the age of digital health
- Addressing emergency and surge capacity during the pandemic
- Without care cooperation during the pandemic
- EU support for health systems
- Creating the ladder for health care
- Non-traditional frontiers: a European health index

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HEALTH POLICY

healthpolicyjournal.com

SPECIAL ISSUE:
Lessons learned from the COVID-19 pandemic

COVID-19 Health System Response Monitor (HSRM) Network
European Observatory on Health Systems and Policies

European Observatory on Health Systems and Policies

Available online at www.sciencedirect.com

ScienceDirect



Twenty Strategies to Build Back Better

LEADING AND GOVERNING THE COVID-19 RESPONSE

Strategy 1	Steering the response through effective political leadership
Strategy 2	Delivering a clear and timely COVID-19 response strategy
Strategy 3	Strengthening monitoring, surveillance and early warning systems
Strategy 4	Transferring the best available evidence from research to policy
Strategy 5	Coordinating effectively within (horizontally) and across (vertically) levels of government
Strategy 6	Ensuring transparency, legitimacy and accountability
Strategy 7	Communicating clearly and transparently with the population and stakeholders
Strategy 8	Involving nongovernmental stakeholders including the health workforce, civil society and communities

Health systems resilience during COVID-19

Lessons for building back better

Edited by
Anna Sagan

55
Health Policy
Series

- COVID uncovered (**known**) health system **vulnerabilities**
 - Reflect **failures on implementation** of needed reforms
- **Evidence on strategies & innovations** to strengthen health systems
- However **how to implement / harness innovations?**
- Has COVID generated **lessons on implementation?** Additional **political, financial or managerial capital** to implement needed change?

Strategy 20 Adapting or transforming service delivery by implementing alternative and flexible patient care pathways and interventions and recognizing the key role of primary health care



Reform implementation is complex...

Trump: 'Nobody knew health care could be so complicated'



By **Kevin Liptak**, CNN White House Producer

Updated 0910 GMT (1710 HKT) February 28, 2017



News & buzz



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Strengthening Governance is essential to an Effective Implementation

1. Steering the response through effective **political leadership**

2. Delivering a **clear and timely** COVID-19 response **strategy**

3. **Strengthening** monitoring, surveillance, and early warning systems

4. **Transferring** the best available **evidence** from research to policy

5. **Coordinating** effectively within (**horizontally**) and across (**vertically**) levels of government

6. Ensuring **transparency**, legitimacy and **accountability**

7. **Communicating** clearly and transparently with the population and relevant stakeholders

8. **Involving** non-governmental **stakeholders** including the workforce, civil society & communities

9. **Coordinating** the COVID-19 response **beyond** the **national borders**



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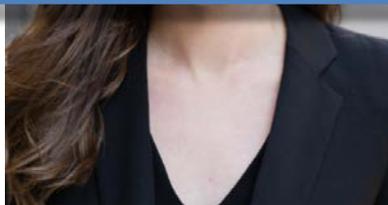
9. **Coordinating** the COVID-19 response **beyond the national borders**



Exercising Political Leadership & Communication



1. Respond to socio-economic, political & cultural values and contexts
 - e.g. Swedish 'exceptionalism' & 'opinion corridor'; Dutch autonomy and liberal values; British aversion to Nannyism,...
2. Take decisions based on informed by evidence
3. Make decisions under **uncertainty**
4. **Make trade-offs...** but explicitly and transparently
5. **Communicate** uncertainty effectively so it creates **trust** and compliance





Back decision making with effective transference / translation: *From Evidence to Policy*

- Objectivity and Independence from the political process
- Multidisciplinary in particular including social scientists
- Strategies to fighting misinformation: ‘infodemics’





Engage Stakeholders and Civil Society Commitment, Accountability and Trust

Table 2.6 Examples of inclusive decision-making during COVID-19

Mechanism	Country examples
Inclusive deliberative bodies, e.g. ad hoc citizens' assemblies, permanent citizens' panels, advisory councils	<ul style="list-style-type: none">• Australia: COVID-19 Culturally and Linguistically Diverse Community Forums in South Australia.• England: Citizens' Panel Planning the West Midlands' Recovery.• United States: Oregon Citizens' Assembly on COVID-19 Recovery.
Hearings (mandated in law or optional)	<ul style="list-style-type: none">• France: <i>Commission d'enquête pour l'évaluation des politiques publiques face aux grandes pandémies à la lumière de la crise sanitaire de la COVID-19 et de sa gestion</i> [Commission of inquiry for the evaluation of public policies in the face of major pandemics in the light of the COVID-19 health crisis and its management].• Norway: Corona-law and regulation hearings.
Open, self-selective public participation mechanisms, e.g. town halls, village meetings (face to face or online), radio and television call-in programmes, petitions and crowdsourcing, initiated by either government or civil society	<ul style="list-style-type: none">• Brazil: mechanism for transparency and public engagement on COVID-19 in the federal health system.• France: Citizens' committee in Grenoble.• Scotland: Coronavirus (COVID-19): National crowdsourcing exercise.

Source: Norheim et al. (2021).

- Ensure accountability (checks and balances)
- Commitment and acceptability of responses.
- Sharing information and support communication





A stronger case for Investing on Health Systems in the face of Budget Cuts...?

- Health systems core to **security, sustainability, growth and wellbeing**
- UHC key to effective response to shocks
- But not a 'black hole': demonstrate value for money!



- Health and economic co-benefits to SDGs
- Towards Health (in) FOR all Policies

HEALTH SYSTEMS FOR PROSPERITY AND SOLIDARITY
Hans Kluge & Josep Figueras (eds)

POLICY BRIEF

Making the economic case for investing in health systems

What is the evidence that health systems advance economic and fiscal objectives?

Jonathan Cylus
Govin Permanand
Peter C. Smith

World Health Organization
Regional Office for Europe

Observatory
on Health Systems and Policies
European Centre for Health Policy Research



Global Health Governance: A 'must' for Security, Sustainability and Solidarity

- Realization of global public (health) goods and **limits to subsidiarity** *Governments have realized they must pool some degree of sovereignty*
- Going beyond COVID: ***not only virus cross borders....***
- New Global Health Governance Instruments: EHU, G20 Health Fund, WHO One Health, Pandemic Treaty, IMF,...

INTERNATIONAL GOVERNANCE

INCLUSIVE SOCIETIES

Data to make gaps visible
Systems that are inclusive

European Commission
Health and Development



Kossialos



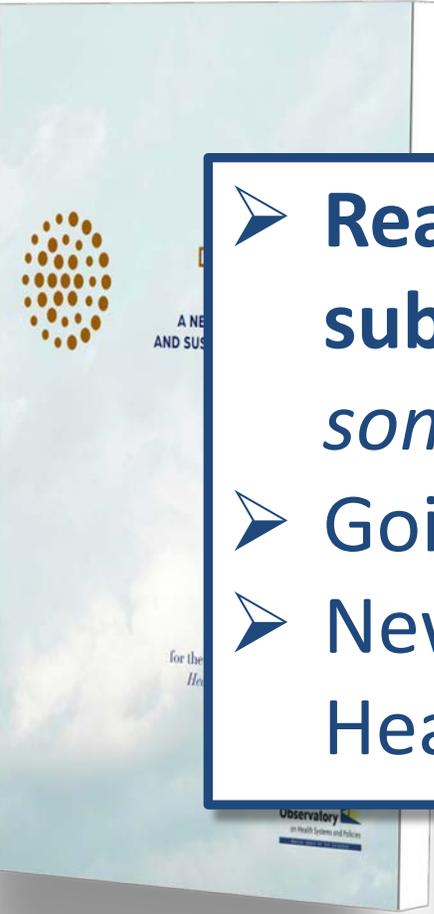
Magay



Fresco



Krabarti



HEALTH SYSTEMS

Discovery, development, implementation from laboratory to health-care delivery



Sylvie Goulard



Dr Anna Stavdal



Professor Willem Van Lerberghe



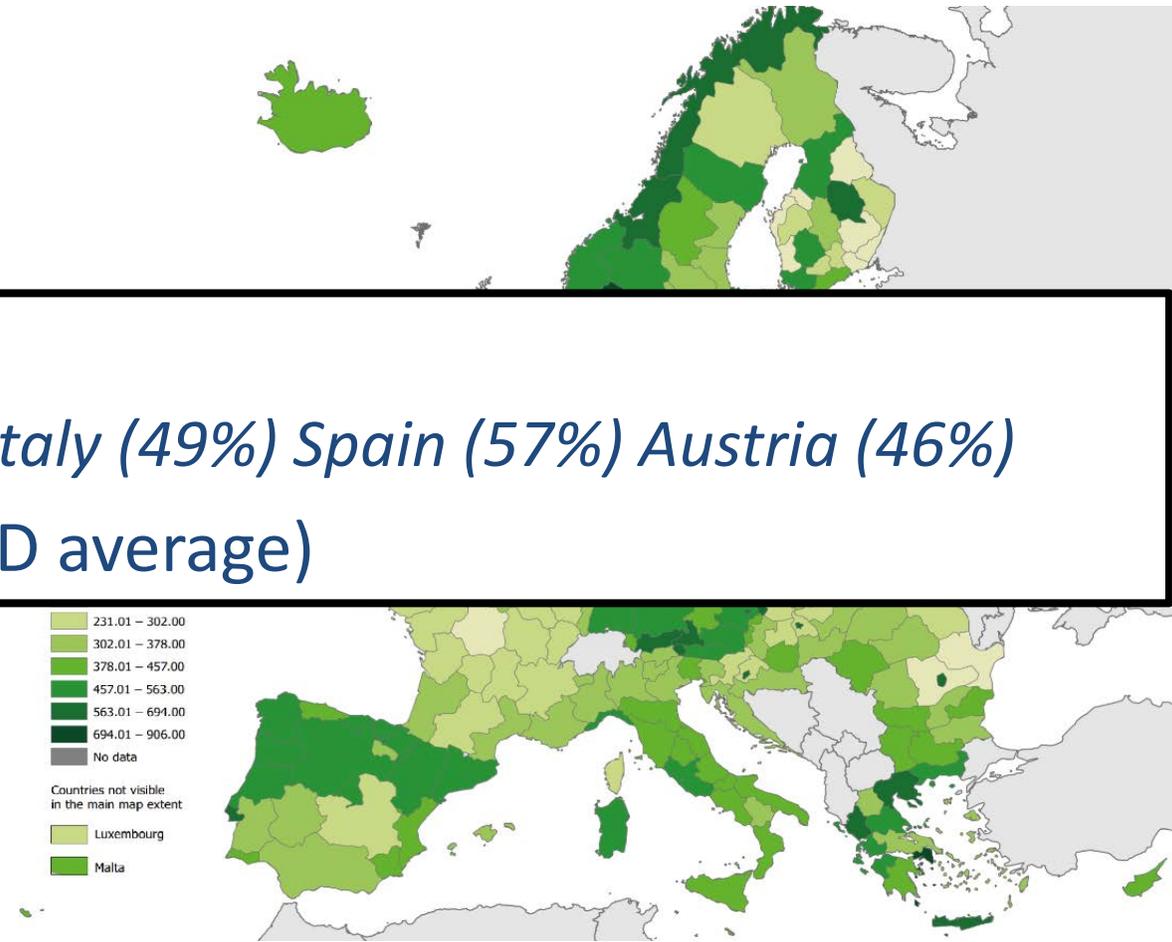
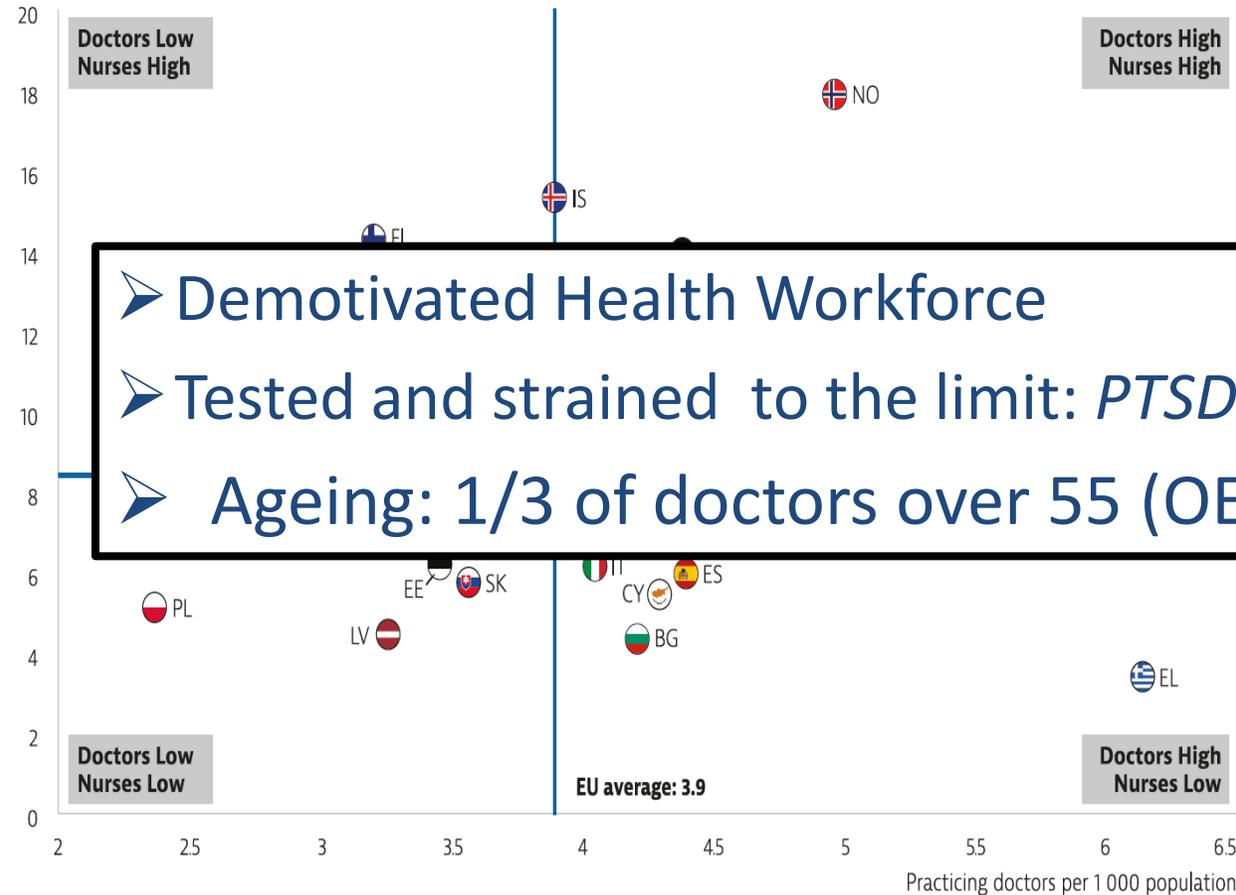
Health Workforce: key to resilience & implementation

Shortages and Variation in Skill Mix

Doctors and nurses per 1000 population, 2019

Doctors per 100 000 population, 2020

Practicing nurses per 1 000 population



- Demotivated Health Workforce
- Tested and strained to the limit: PTSD: Italy (49%) Spain (57%) Austria (46%)
- Ageing: 1/3 of doctors over 55 (OECD average)



Strategies to Increase, Reskill and Support the Health Workforce

1. Scaling-up existing Capacity and Redeploying

- Expanding existing workforce capacity
- Attracting youth to the health professions
- Redeploy to areas with greatest need

2. Reskilling and Repurposing

- Taking on new tasks
- Task shifting
- Reskilling to work in different roles
- Introducing multiprofessional teams
- Reskill to use digital technologies

3. Supporting and Protecting HWF working conditions and mental health

- Protecting mental health and wellbeing
- Working conditions
- Financial compensation



Implement (and enable!) Skill-mix innovations in primary and chronic care

Changes to

Professions expanded roles

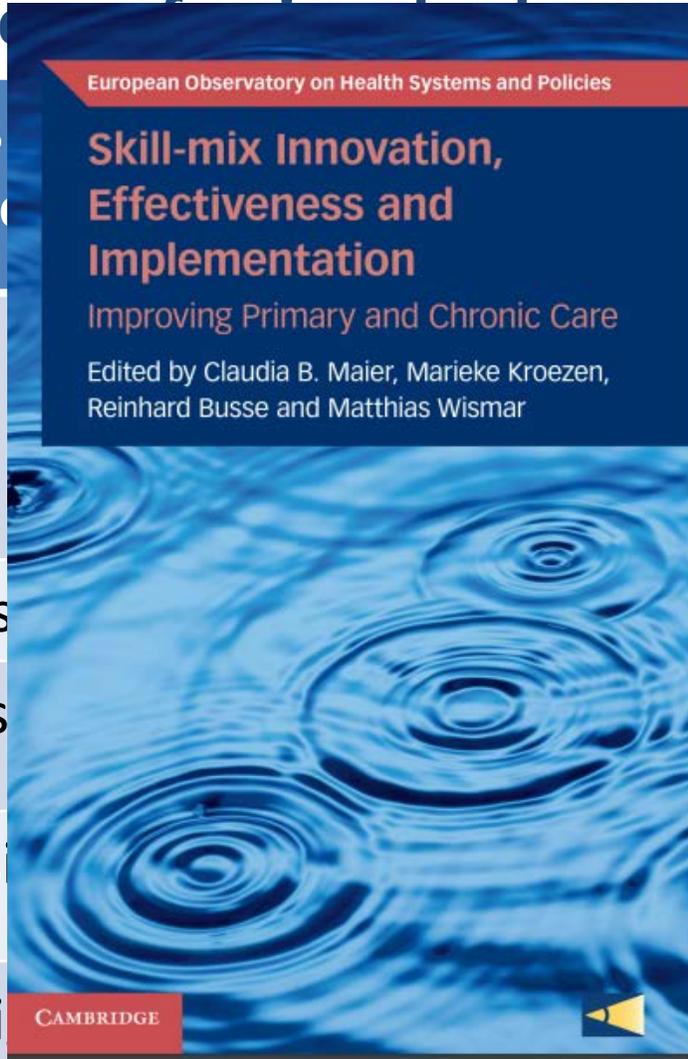
Nurses

Pharmacists

Physician assistants

Medical assistants

Patient navigation



es

r: NL, IR,

DE, DK, FI,
K

... network

responsibilities (e.g. nurse

, ES, NL, UK)

led: AT, DE;
e: FI, IT, UK)

e.g. GP-nurse

GP-practice





Transforming Service Delivery

Implementing Innovations

Challenges

Coping with sudden surges in demand

Dual delivery of health services

Transforming & Implementing Service Delivery Innovations

- Working with **private sector innovations** such as in provision of services, procurement,...etc
- Implementing new **payment systems**
- **Decentralizing management** & involving HR
- Implementing new **patient care pathways**
- Fast track development, adoption and implementation of **guidelines** across providers
- Building on strengths of and **innovations in PHC** including in prevention and managing care
- Scaling up the use of **digital health**



Scaling up the use of Digital Health - beyond technology

Regulation, Incentives, Training & Culture

Regulation

- Legal framework for digital health
- Licensing of digital health tools

Financial

- Payment for digital health services
- Incentives for adoption

Digital health

Quality

- Guidelines on use of digital health
- Skills and training

Technical

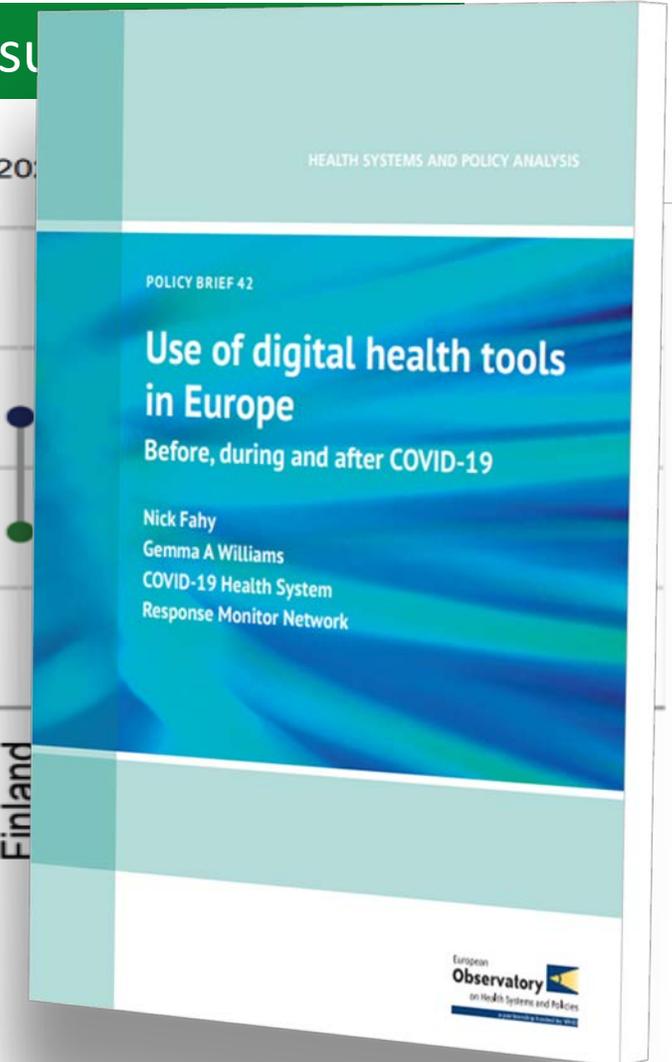
- Standards for digital health tools including interoperability
- Infrastructure and platforms

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March 20



Slovakia
Finland



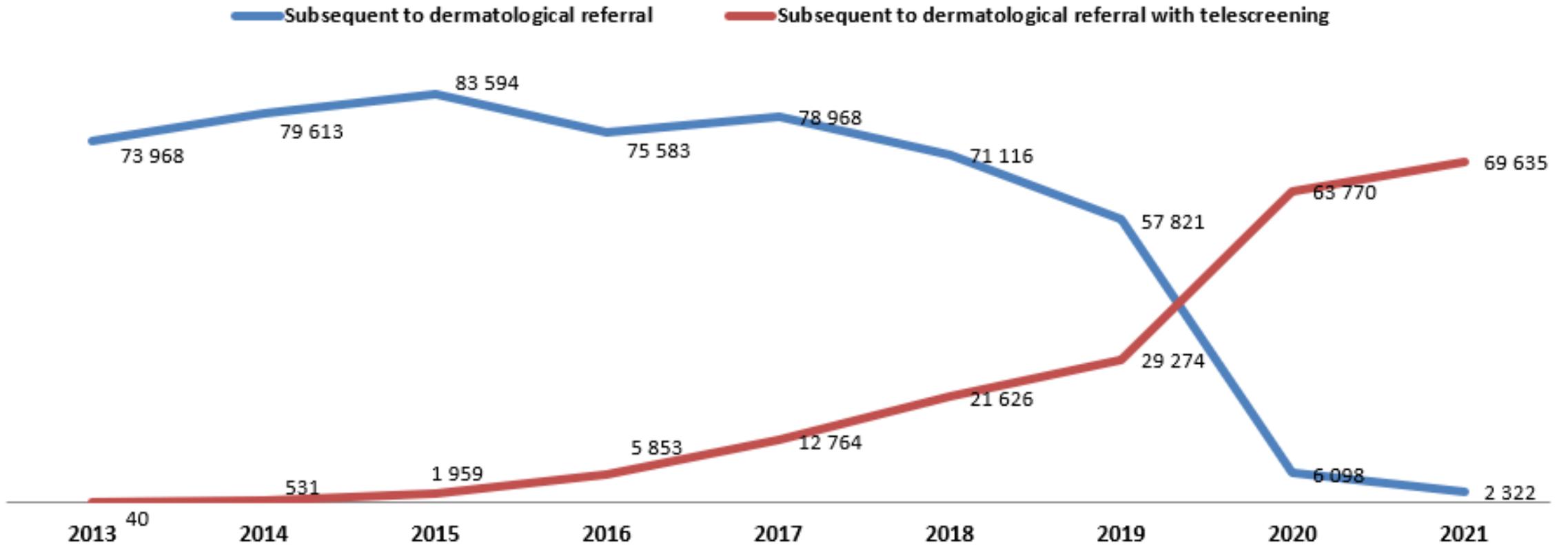
Source: Eurofound (2021) Living, working and COVID-19 dataset. *Low reliability.



Dermatological Telescreening



Hospital Dermatological Consultations



ACSS, March 2022



In Sum...

- Strengthen **governance** at the core of implementation
- A global / EU health governance: security, sustainability & solidarity
- A case for **investing on health systems**: PH, PHC, Workforce, Digital,..
- Increasing, Training, Reskilling and Supporting the **Health Workforce**
- Sustaining & implementing **innovation in service delivery**
- **Scaling up Digital Health**: Regulation, Incentives, Training & Culture
- **Innovate in the implementation** of innovation