Implementing Health System Reform
Learning from COVID ‘how to build back better’

Josep Figueras
14th November 2022
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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Strengthening health systems resilience
Key concepts and strategies

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### LEADING AND GOVERNING THE COVID-19 RESPONSE

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Description</th>
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<td>1</td>
<td>Steering the response through effective political leadership</td>
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<td>8</td>
<td>Involving nongovernmental stakeholders including the health workforce, civil society and communities</td>
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- **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?
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
Strengthening Governance is essential to an Effective Implementation

1. Steering the response through effective political leadership
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9. Coordinating the COVID-19 response beyond the national borders
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Strengthening Governance is essential to an Effective Implementation
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 decisión makign with effective transference / translation: *From Evidence to Policy*

- Objectivity and Independence from the political process
- Multidisciplinarity 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

<table>
<thead>
<tr>
<th>Mechanism</th>
<th>Country examples</th>
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<tbody>
<tr>
<td>Inclusive deliberative bodies, e.g. ad hoc citizens’</td>
<td>• Australia: COVID-19 Culturally and Linguistically Diverse Community Forums in South Australia.</td>
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<tr>
<td>assemblies, permanent citizens’ panels, advisory councils</td>
<td>• England: Citizens’ Panel Planning the West Midlands’ Recovery.</td>
</tr>
<tr>
<td>• United States: Oregon Citizens’ Assembly on COVID-19</td>
<td>Recovery.</td>
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<td>• France: Commission d’enquête pour l’évaluation des</td>
<td>• France: 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</td>
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<td>sa gestion [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</td>
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<td>its management].</td>
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<td>• Norway: Corona-law and regulation hearings.</td>
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<td>public policies in the face of major pandemics in the</td>
<td>• Brazil: mechanism for transparency and public engagement on COVID-19 in the federal health system.</td>
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<td>exercise.</td>
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*Source: Norheim et al. (2021).*

- Ensure accountability (checks and balances)
- Commitment and acceptability of responses.
- Sharing information and support communication
- Effective formal and informal coordination mechanisms between departments across government (horizontally) and levels (vertically)
- Intersectorality is key: going beyond health policy - Health in All Policies
- Ability to align priorities & implement joint response
- Overall Transparency and Accountability

<table>
<thead>
<tr>
<th>Domain of Intervention</th>
<th>Centralisation within government (spring/summer)</th>
<th>Centralisation between governments (spring/summer)</th>
<th>Centralisation within government (autumn/winter)</th>
<th>Centralisation between governments (autumn/winter)</th>
<th>Decentralisation (any kind) (autumn/winter)</th>
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<tr>
<td>Governance</td>
<td>Interministerial committee, Coordination agency, National security council</td>
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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
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, G2O Health Fund, WHO One Health, Pandemic Treaty, IMF,...
Health Workforce: key to resilience & implementation

Shortages and Variation in Skill Mix

Doctors and nurses per 1000 population, 2019

- 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)

Doctors per 100 000 population, 2020

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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

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

Changes to professional roles and new forms of collaboration

Professions with expanded roles

Nurses
- Nurse Practitioner: NL, IR, US
- APN: AT, BE, CH, DE, DK, FI, FR, NO, SE, ES, UK

Pharmacists
- CH, PT, UK

Physician assistants
- DE, NL, UK, US

Medical assistants
- DE, NL

Patient navigators
- DE, UK, US

... lead to new division of work

- Task shifting and new responsibilities (e.g., prescribing of medications, nurse prescribing in CY, CH, FI, FR, ES, NL, UK)
- Care coordination (DMP GP-led: AT, DE; nurse-led: NL, joint GP-nurse: FI, IT, UK)
- New forms of collaboration: e.g. GP-nurse team (SL, model practices), GP-practice nurses (EE, LT)

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

How can skill-mix innovations support the implementation of integrated care for people with chronic conditions and multimorbidity?

Juliane Winkelmann
Giacomo Scarpetti
Gemma A Williams
Claudia B Maier
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

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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

Quality
- Guidelines on use of digital health
- Skills and training

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

Dermatological Telescreening

Hospital Dermatological Consultations

- Subsequent to dermatological referral
- Subsequent to dermatological referral with telescreening

ACSS, March 2022

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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