

Health Reform Implementation Art or Science? Some Reflections



Brussels, 8th June 2017

Josep Figueras



Reform implementation is complex...

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



By Kevin Liptak, CNN
Updated 09:55 AM EST on February 28, 2017

Success often depends on the Governance and Management of Change

More so in times of crisis...



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Pressure for short term savings 'the low hanging fruit'

Complexity of long term structural reform implementation





(Good) Governance

The TAPIC Framework



- **T**ransparency
 - Makes decisions & their grounds clear
- **A**ccountability
 - Clear reporting to principals with sanctions
- **P**articipation
 - Affected parties engaged in decision making
- **I**ntegrity
 - Weberian virtues: clear jobs, hiring etc.
- **P**olicy **C**apacity
 - Skills for policy analysis & implementation



Strengthening Governance

- Transparency: HSPA and Benchmarking
- Policy Capacity, vision and leadership
- Participation and Communication



Strengthening Governance

- Transparency: HSPA and Benchmarking E.g.

Topics Key Facts	NHS Choices users rating	Care Quality Commission Inspection ratings	Recommended by staff	Open and honest reporting	Infection control and cleanliness	Mortality rate	Food: Choice and Quality
Sort by Nearest Update results							
Moorfields At Sir Ludwig Guttman Health And Wellbeing Centre Add to shortlist							
40 Liberty Bridge Road East Village Olympic Park London Greater London E20 1AS 4.0 miles away Get directions	★★★★★ No ratings yet Rate it yourself	n/a Not yet rated	 Among the best with a value of 91%	 As expected	n/a No relevant data available	n/a Not available for independent or specialist hospitals	n/a No relevant data available
St Mary's Hospital (HQ) Add to shortlist							
Tel: 020 3312 6666 Praed Street London W2 1NY 4.1 miles away Get directions 	★★★★☆ 209 ratings Rate it yourself	 Requires improvement Visit CQC profile	 Within expected range with a value of 68%	 As expected	 As expected	 Better than expected in hospital and up to 30 days after discharge (1 / 7/8)	 88.41% Among the best
North Middlesex University Hospital NHS Trust Add to shortlist							
Tel: 020 8887 2000 Sterling Way London N19 1UY	★★★★☆ 744 ratings	 Requires improvement	 Within expected range	 Better than expected	 Worse than expected	 As expected	 Better than expected



Strengthening Governance

- Transparency: HSPA and Benchmarking
- Policy Capacity, vision and leadership





“...there is no more delicate matter to take in hand, nor more dangerous to conduct, nor more doubtful in its success, than to set up as a leader in the introduction of changes”

MACHIAVELLI

“For he who innovates will have for his enemies all those who are well off under the existing order of things, and only lukewarm supporters in those who might be better off under the new ...”

IL PRINCIPE

Met de stem van Francis Verdooldi



Strengthening Governance

- Transparency: HSPA and Benchmarking
- Policy Capacity, vision and leadership
- **Participation of and Communication with**



Choosing
Wisely
Canada



Canadian Institute
for Health Information
Institut canadien
d'information sur la santé



Managing Change



Health system transformation: making it happen

Expert meeting
Madrid, Spain, 17-18 December 2015





Managing Change

- Context and path dependency
 - Key in Knowledge Transfer



Managing Change

- Context and path dependency
 - Process and pace of implementation
 - Alignment & enablers of reforms
 - Incentives
 - Regulation
 - Training
- E.g. Skill mix innovations, Telemedicine,..