



# Towards future-readiness: measuring health systems' resilience



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Episode 4 of the Webinar Series  
Health Management in action:  
Fostering health systems' resilience

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This webinar is co-funded by the EU4Health Programme of the European Union. Views and opinions are of the speakers only.



# George Valiotis

EHMA Executive Director



# About EHMA

**OUR VISION** is excellent health management for a healthy Europe.

**OUR MISSION** is to support the spread of knowledge on effective health management.

**OUR VALUES** are excellence, quality, inclusiveness, relevance, and respect.





- We are the **only membership organisation in Europe** to bring together the full health management ecosystem.
- We are a recognised and respected **amplifier of best practices** in the evolution of health management.
- We provide an environment where **evidence, challenge and experience are valued**, and complex debates on current topics can take place.



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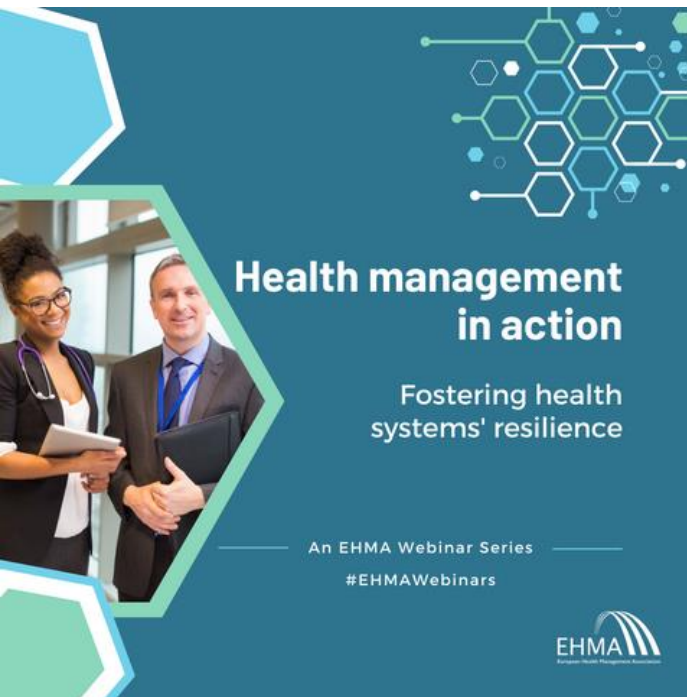
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## About this webinar series

Our webinar series, 'Health Management in action: fostering health systems' resilience', discusses **health management topics** that are crucial **to improve health systems preparedness and response**.




The graphic features a dark teal background with a network of hexagons and lines in light blue and green. On the left, a photograph shows a woman in a white lab coat and glasses holding a tablet, standing next to a man in a dark suit and blue tie. The text is white and positioned to the right of the photo.

**Health management  
in action**

Fostering health  
systems' resilience

— An EHMA Webinar Series —  
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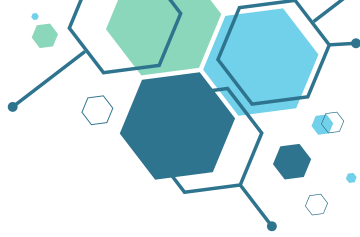


# Practical information

1. All participant **microphones should remain muted** to keep the audio clear
2. If you have any questions, you can **type them in the chat box**. We will answer them during the Q&A.
3. This webinar is being recorded. **The recording, materials and a summary report will be made available** on the EHMA website - [www.ehma.org](http://www.ehma.org)
4. **We are live-tweeting**. Join us tagging us at [@EHMAinfo](https://twitter.com/EHMAinfo) and using the hashtag [#EHMAwebinars](https://twitter.com/EHMAinfo)



# Agenda



- **13.30- 13.40 (10 minutes):** Welcome and introduction
- **13.40 - 14.00 (20 minutes):** Presentation on 'Readiness assessment frameworks to drive health system change' by Ms. Lucy Morgan
- **14.00 - 14.15 (15 minutes):** Q & A





# Our speaker



## **Ms Lucy Morgan**

Associate Director of Research and Policy at The Health Policy Partnership, United Kingdom



# Readiness assessment frameworks to drive health system change

Towards future-readiness: measuring health systems'  
resilience

Lucy Morgan



# Topics

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- Why a readiness assessment framework?
- Case study: The HPP Readiness Assessment Framework
- From research to action: implementing findings

# Why a readiness assessment framework?

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# Why is readiness important?

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Events of the past decade have highlighted the need to create health systems which are ready to adapt to expected and unexpected changes



# What is readiness?

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**Readiness** is the ability of a health system to rapidly and sustainably adapt policies, processes and infrastructure to support integration of a component of care or way of working.

**Integration** is the adoption and assimilation of a component of care or way of working into every aspect of a health system in order to ensure its availability to all people who may benefit from it.

# What is the role of assessment frameworks?

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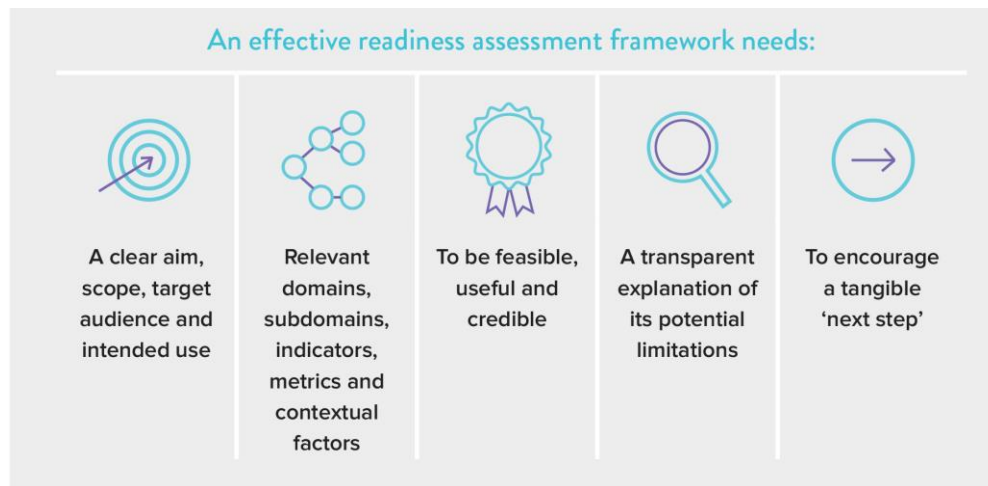
They can be used to increase health system readiness by:



# Measuring readiness

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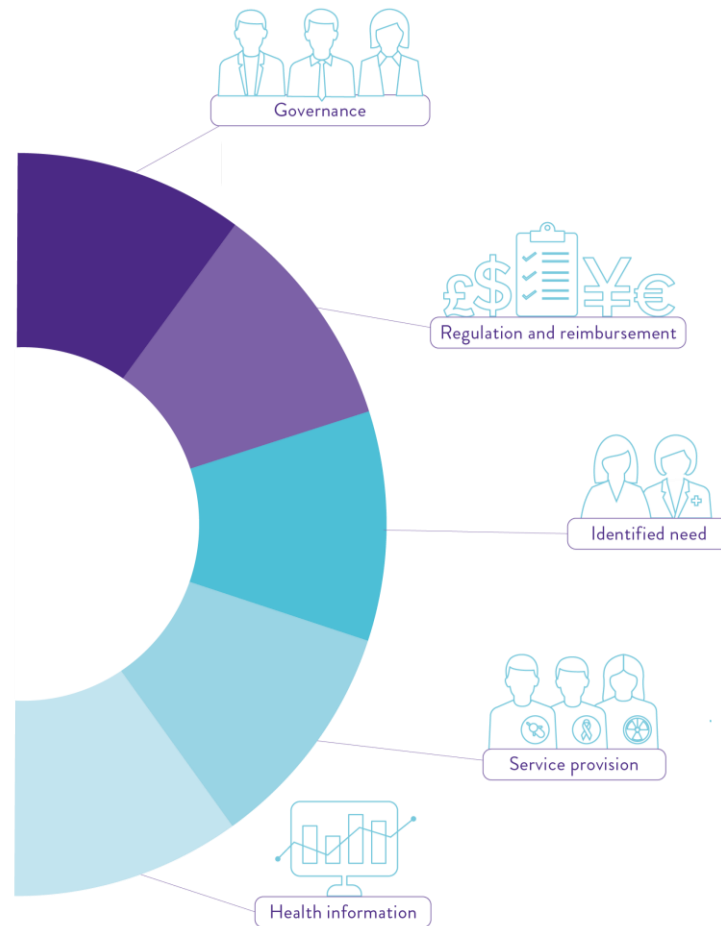
- Planning should be informed by rigorously collected data
- Standardised assessment frameworks can:
  - Increase efficiency of data collection
  - Ensure the right data are being collected
  - Allow comparisons across systems





# Taking a systems approach

- Applying systems thinking to planning means considering readiness from a holistic perspective
- Taking this approach may help ensure all facets of a system are 'ready' for integration of a component of care
- Ultimately, this means that this integration can be done in a timely, efficient and sustainable way



# Case study: The HPP Readiness Assessment Framework



# Methodology

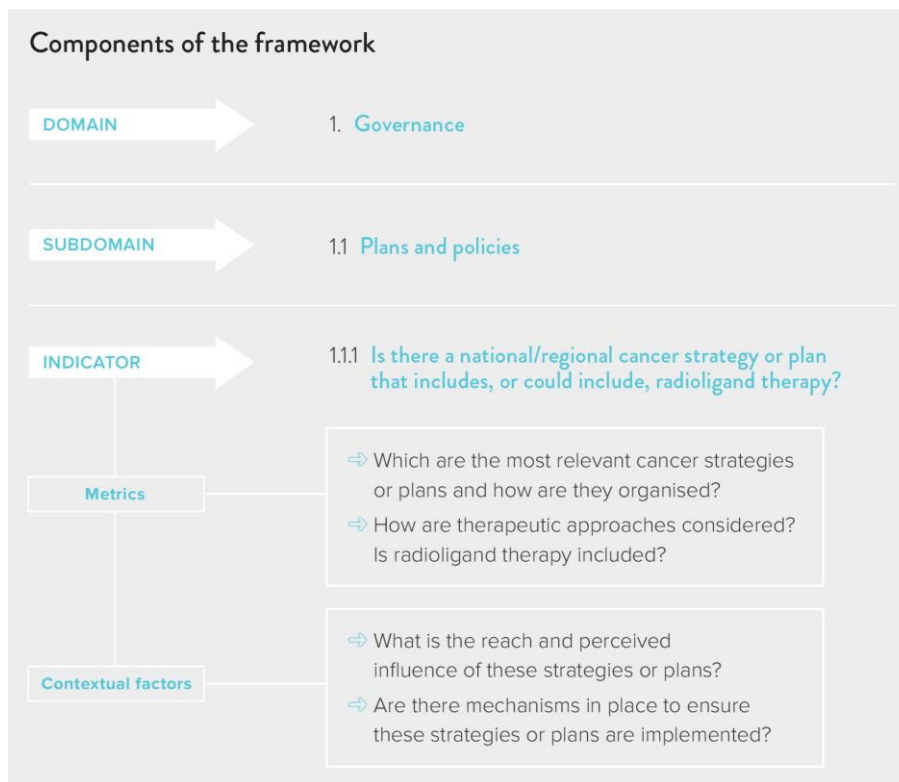
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The framework was:

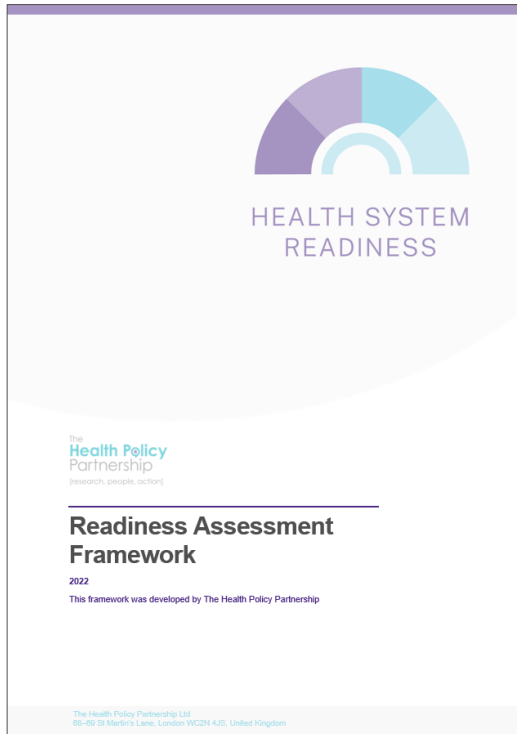
- built around the World Health Organization's essential health system building blocks
- developed based on a narrative review of the literature and interviews with experts
- informed by a multidisciplinary group of experts, who provided diverse perspective on different aspects of the health system
- first applied to a specific new area of treatment (radioligand therapy), but is now available in generic form for further applications

# What is the framework?

- The framework is made up of a series of questions across the five domains of the health system.
- It captures granular detail specific to the component of care being assessed.
- It includes quantitative and qualitative questions, the answers to which should be considered together.
- Note: the framework does **not** provide an overall metric of readiness



# The framework can be made specific to the component of care



# Our approach: driving research-informed policy

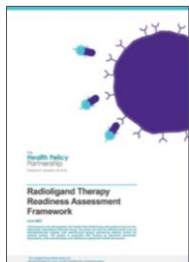
## Phase 1: policy analysis



2019 policy report on barriers to integration of radioligand therapy in Europe.

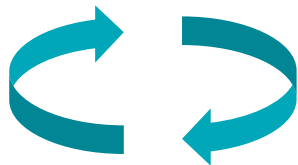


## Phase 2: framework and situation analysis development



Iterative development and validation of the Radioligand Therapy Readiness Assessment Framework

Application in the UK and US via literature review and expert interviews



## Phase 3: from research to policy



Consensus-driven policy asks to drive optimal system readiness – subsequently enacted

# Case study: developing specific recommendations for radioligand therapy in the UK



# From research to action

Key lessons learnt





## Engage key stakeholders at all stages

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### 1. Validate research

- Seek expert input on research and analysis

### 2. Prioritise barriers

- Discuss gaps in readiness and build consensus on the most pressing

### 3. Develop policy recommendations

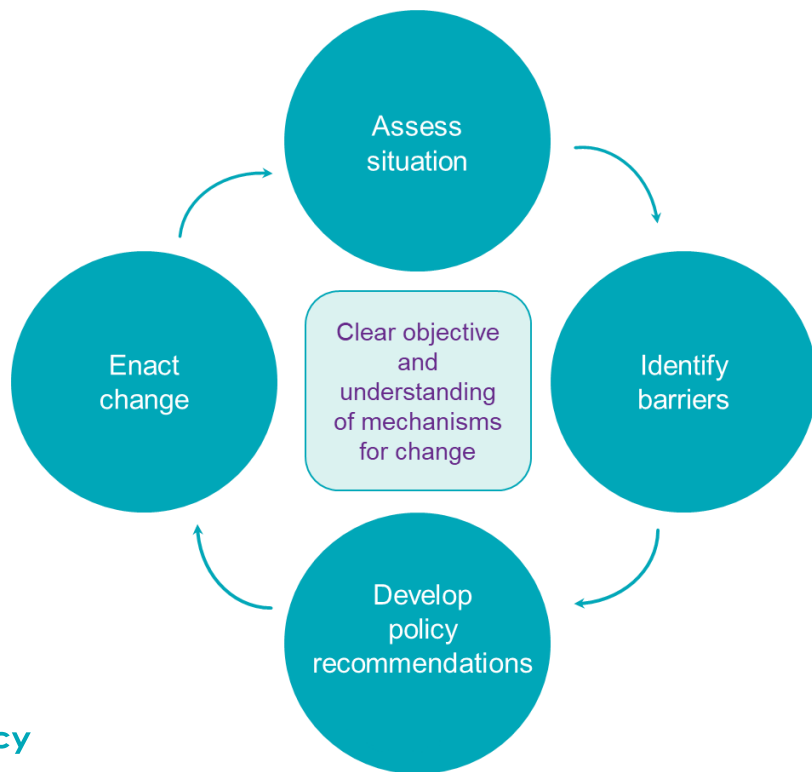
- Identify actions that would overcome these barriers, and stakeholders who could help

### 4. Enact change

- Work to engage with stakeholder to enact policy recommendations

## Keep a clear vision for what you want to achieve throughout

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- Work must go beyond policy recommendations
- Implementing findings will be made easier if clear objectives and mechanisms for change were defined at the outset
- Validating and aligning objectives at each stage is particularly important for longer projects

# Thank you for your time

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Lucy Morgan  
Associate Director of Research and Policy

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# Q & A

Type your questions in the chat box  
or raise your hand to ask your question live.



# 90-second survey

Your feedback is important to us,  
as it helps us shape and improve our webinars



# Next webinar

## Health service delivery before and after the pandemic

### When

**Tuesday, 11 October 2022**, 13.30-14.15 CEST

### Speakers

- **Dr Axel Kaehne**, Director, Evaluation and Policy Analysis Unit of Edge Hill University; Reader Health Services Research, Edge Hill University; Editor in Chief, Journal of Integrated Care, UK
- **Mr Stecy Yghemonos**, Executive Director, Eurocarers, Belgium



The banner features a dark blue background with white text. On the left, there are two inset images: the top one shows a doctor examining a patient, and the bottom one shows a doctor using a stethoscope. In the top right corner of the banner, there are stylized molecular or network diagrams. The main text is centered and reads: 'Health service delivery before and after the pandemic'. Below this, in smaller text, it says 'Health Management in action: Fostering health systems' resilience', 'An EHMA Webinar Series', and '#EHMAWebinars'.

**Health service delivery before and after the pandemic**

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