Implementing & Managing Reform

A basic framework

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“...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”

“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 (...) partly from the incredulity of mankind, who will never admit the merit of anything new, until they have seen it proved by the event”
Understanding the context

• Managing external influences
  – Knowledge transfer, policy migration,...
• Health systems culture
• Political pressures
• Societal values and expectations
• In times of economic crisis: obstacle or opportunity?
Dealing with actors

- Mapping actor agendas
- Setting strategic alliances
- Developing product champions
- Communication to the public
- Ensuring political will
  - Demonstrate need / benefits at the outset
  - Set up pilot projects
  - Decentralized implementation
  - Ensure consensus at the outset
Steering the process

• Explicitness of reform objectives
• Establishment of management structures and allocation of responsibility
• Development of enabling legislation
• Timing and pacing for reform
  – Big bang vs incrementalism
  – Preconditions for success of big bang (certainty and consensus)
  – Role of ‘windows of opportunity’
  – Role of pilots (Turkeys with rockets)
• Building flexibility into implementation
Building institutional, human and management capacity

- Review technical and managerial resources
- Adapt implementation to existing capacity
- Plan skill-mix
- Set up training programmes
  - Retraining of existing human resources
- Institutional strengthening and governance
“We all know what to do, but we don’t know how to get re-elected once we have done it.” Jean Claude Juncker