



AUSTRALIAN INSTITUTE OF
HEALTH INNOVATION
*Faculty of Medicine and
Health Sciences*



MACQUARIE
University

Cases of Resilient Health Care: Selected Key Lessons

Vancouver, Canada, August 16, 2017

**Jeffrey Braithwaite,
Kate Churruca,
Louise Ellis,
Jessica Herkes**



Methods

- Reviewed 30 cases of resilient health care
- Extracted key lessons, empirical stance, theoretical framework, useful things to know, recommendations for promoting resilience or researching it in the future
- Synthesised findings



MACQUARIE
University

Results

Main finding

Four distinct themes emerged:

- Overarching lessons
- Embedded situational perspectives
- Useful things to know
- Recommendations for promoting resilience or researching it in the future

Overarching lessons

- Characteristics of the health system:
 - Self-organising
 - Flexible
 - Consists of improvising and coordination
 - trade-off of priorities
 - retains the capacity to manoeuvre
- Health personnel anticipate future events, and can overcome barriers to performance



Redundancy: practices that on the surface may appear unnecessary, duplicative or even wasteful

Embedded situational perspectives



- Redundancy is actually useful, if not “essential”
- Lean, efficiency-oriented approaches are not advisable compared to flexible ones

Useful things the cases have said

- Simulation is useful to prepare people for future scenarios
- Workarounds provide insights into how people navigate a workplace
- Applying both Safety-I and Safety-II thinking is useful as we attempt to reconcile Work-as-Imagined (WAI) and Work-as-Done (WAD)

Recommendations for promoting resilience or researching it in future



1. Organisational stakeholders should practice self-reflection, self-regulation and self-determination
2. WAI and WAD people: talk to each-other!
3. Learn from how care is delivered at the front line
4. Foster flexible learning and a culture of openness

Significance

- More mixed-method studies
- More diverse contexts



**“those who do not remember the past
are condemned to repeat it”
-Santayana**

