

The application of Resilience Assessment Grid: A managerial?

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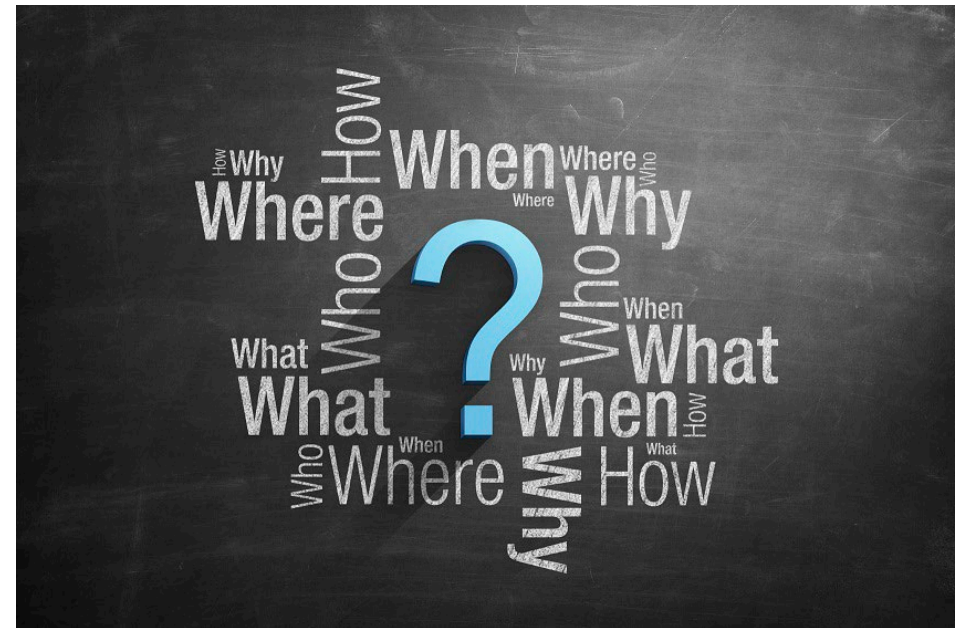
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Sønderjylland**

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Resilient Systems / organisations

- Resilience can be defined as “the ability of the health care system (a clinic, a ward, a hospital, a country) to adjust its functioning prior to, during, or following events (changes, disturbances, and opportunities), and thereby sustain required operations under both expected and unexpected conditions”¹



1. Hollnagel E, Braithwaite J, Wears R. Resilient Health Care. Surrey, UK: Ashgate Publishing Limited; 2013, pxxv.

What type of system are we operating in ?



Simple systems



Complicated systems

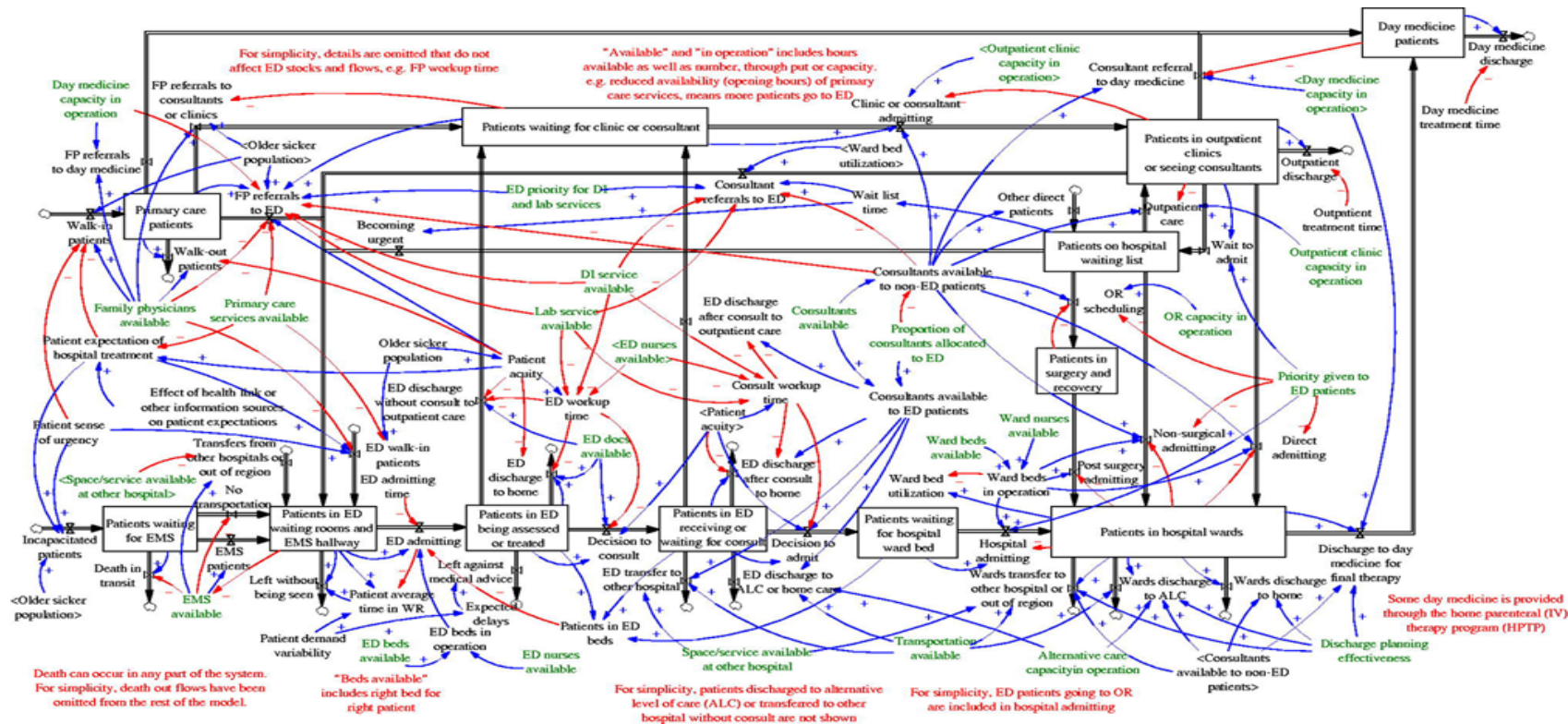


Complex systems





Healthcare as a complex system

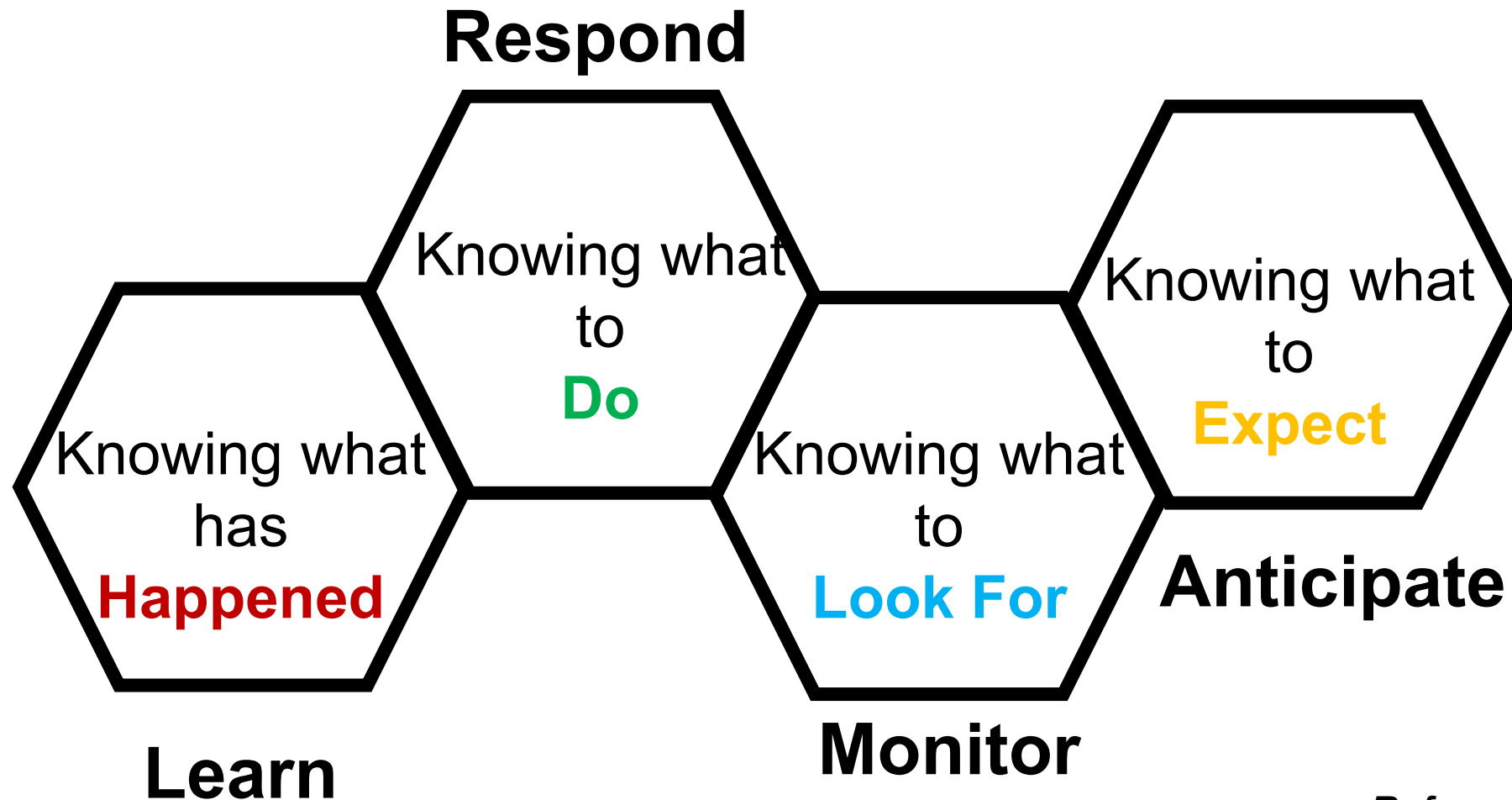


**How the work is actually done in our system
..and what we are dealing with**

Work-As-Done

Resilience Assessment Grid (RAG): Tool for understanding resilience in complex systems such as healthcare

The four resilient potentials





Application of RAG: Resilient Performance of an Internal Medicine Department

What is the resilient potential of your organisation?

- A managerial tool that provides information on resilient strengths and weaknesses.

How many years have you worked in your profession?

0-1
 1-3
 3-5
 5+

Respond	never	rarely	sometimes	often	always
There is flexibility in my schedule/work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the department or clinic, we help each other in stressful situations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the department/clinic, we can perform each other's job functions within the same professional group and/or team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the department/clinic, we have a shared understanding of our work priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the department/clinic, we have the right level of staffing to be able to perform everyday tasks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the department/clinic, we can handle normal day-to-day operations without a manager being directly available.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the department/clinic, I don't experience many interruptions to my everyday work that prevent me from being able to perform my work/role.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the department/clinic, we are motivated to solve tasks across departments /clinics/specialties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Monitor	never	rarely	sometimes	often	always
In the department/clinic, I know my colleagues' role and where their skills can be used.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Der er tidsmæssigt fleksibilitet i mit amb. program

I afdelingen hjælper vi hinanden i pressede situationer

I afdelingen kan vi varetage hinandens funktioner indenfor samme faggruppe

I afdelingen har vi en fælles forståelse for, hvad vi skal prioritere

I afdelingen planægger vi med det rigtige antal personalemæssige ressourcer til at kunne udføre dagligdagens opgaver.

I afdelingen er vi selvkørende og kan klare daglig drift uden en daglig leder

I afdelingen oplever jeg ikke mange forstyrrelser som hindrer mit arbejde

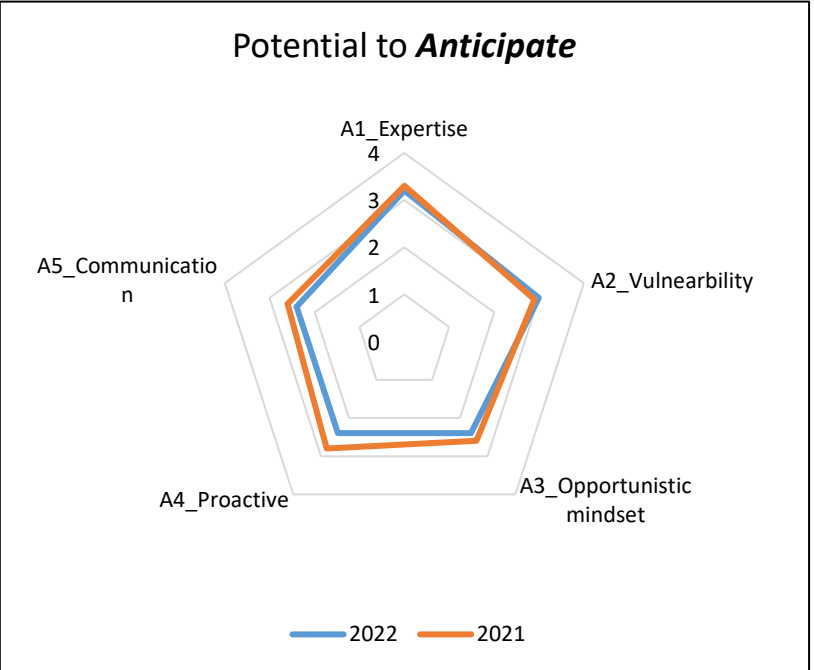
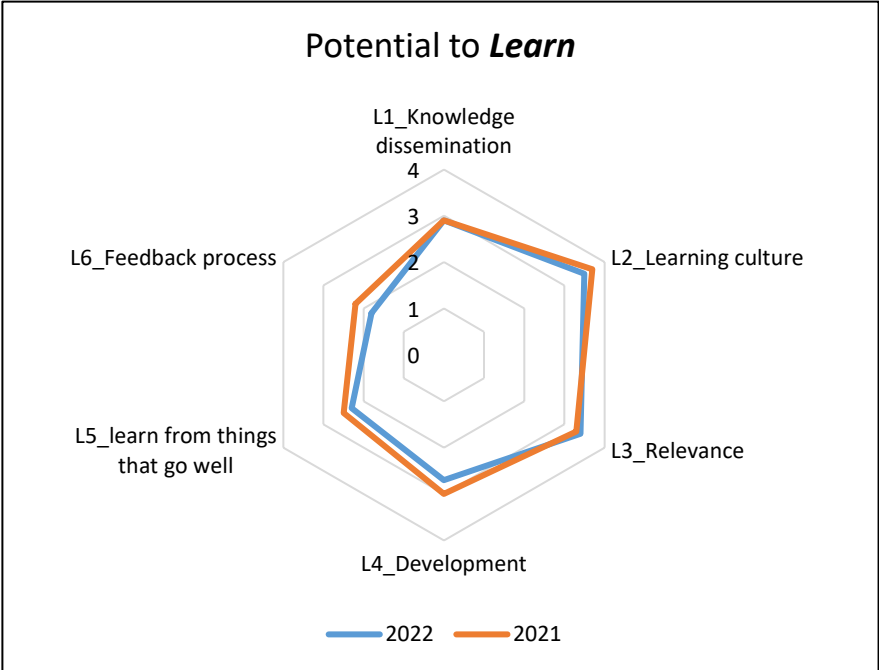
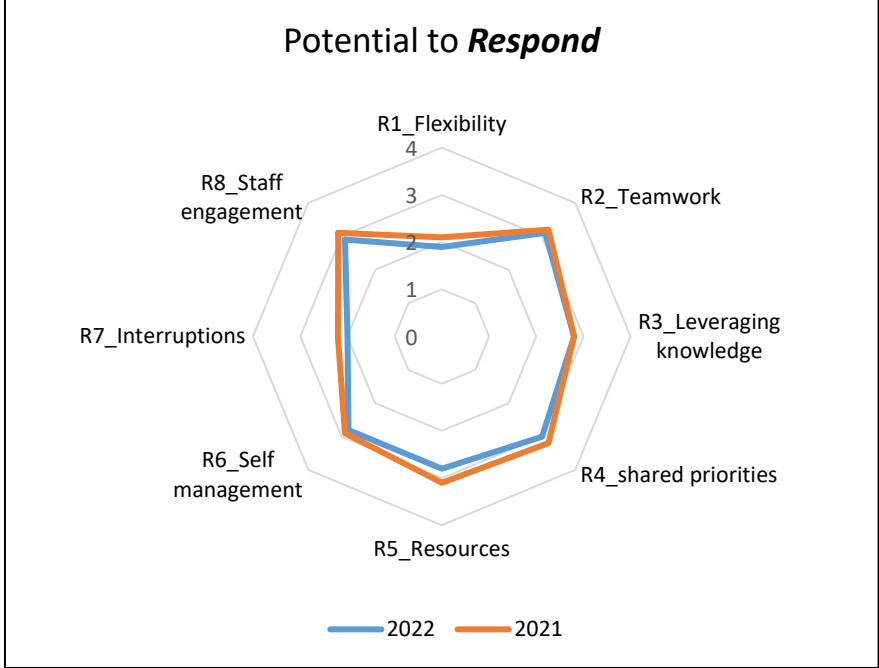
I afdelingen er vi motiveret til at løse opgaver på tværs af specialer

Aldrig

Altid

Seven horizontal blue bars representing a Likert scale for each statement.

Application of RAG: Resilient Performance of the Internal Medicine Department



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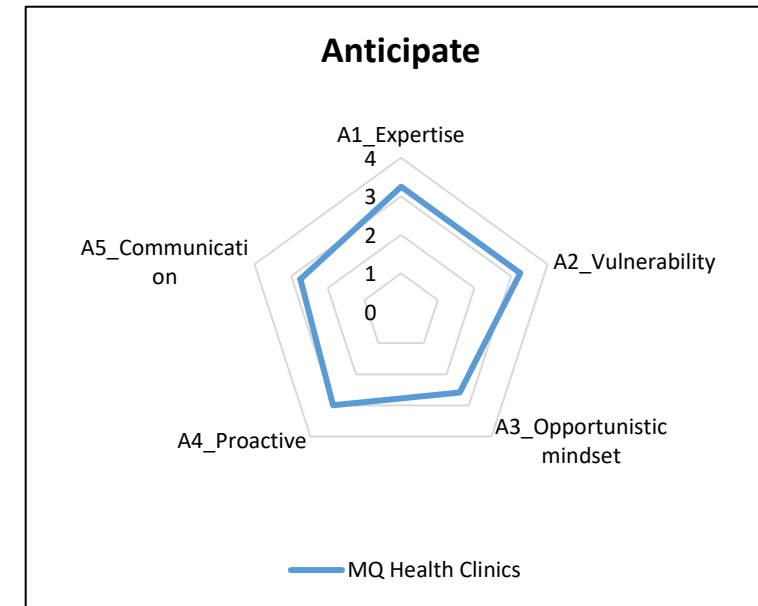
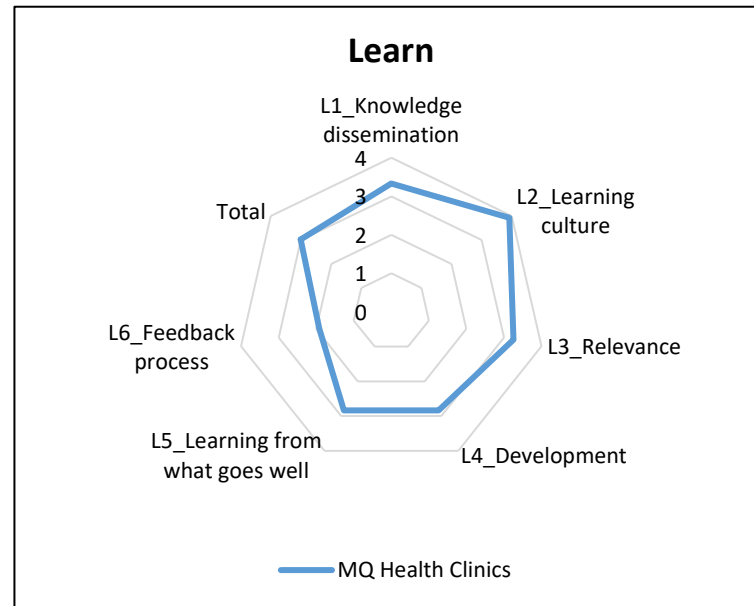
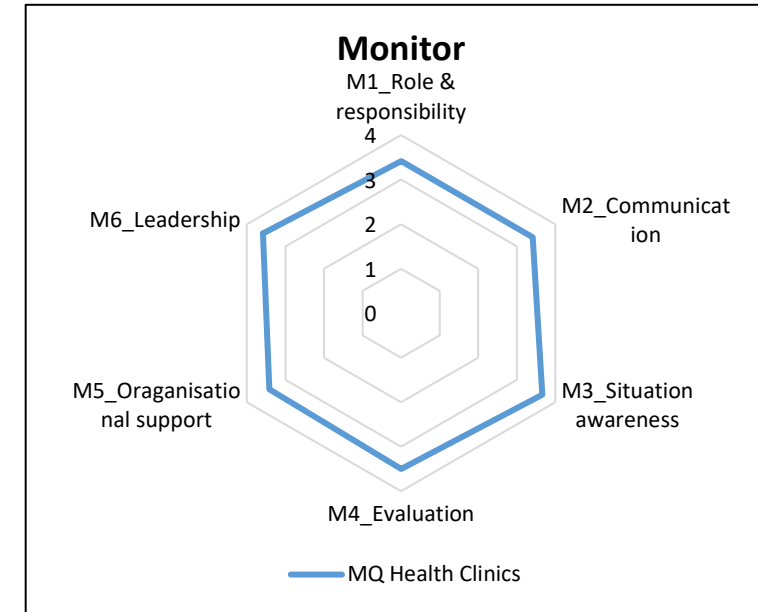
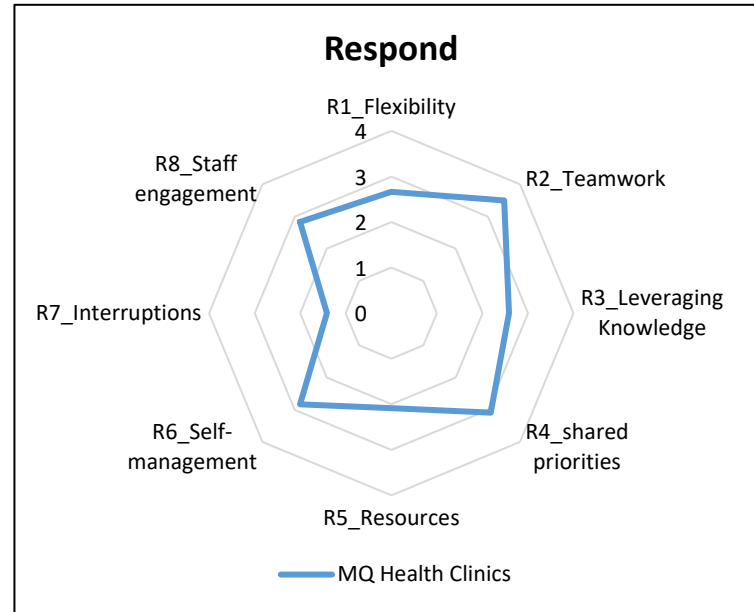
RAG application at Macquarie University Health Clinics, Sydney Australia



MQ Health Clinics Resilient Profile

Quote from MQ manager:

“Allows the managers and staff to be on the same page. I might think that we have right level of staffing, but it may not be the case”



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WHAT WE LEARNED IN BOTH COUNTRIES...



- A managerial tool that provides information on resilient strengths and weakness in terms of the four resilient potentials
- Brings leaders, managers and healthcare professionals from different clinics together
- Used to support organisational changes
- RAG used as a collaborative learning tool

Thank you!



Contac information



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Acknowledgement

External: Prof. Emeritus Erik Hollangel

Hospitals and staff: I am sincerely grateful to staff at the hospital departments, clinics (including clinicians and leaders) who have agreed to participate in this project.

RAG application at MQ Health Clinics

	MQ Health Clinics (Monthly Managers meeting)	Physiotherapy Clinic at MQ Health Clinics (meeting)
	N=12	N=7
Meeting / data collection structure		
RAG presentation	15 min	15 min
RAG survey	10 min	10 min
Discussion	30 min discussion RAG live poll	20 min

RAG DEVELOPMENT & APPLICATION IN DENMARK

- Interviews with clinicians and managers and leaders
- Generated the RAG questions
- Two expert panel reviews
- Final RAG questionnaire
- RAG surveys in 2021 and 2022 at the Internal Medicine Department in Denmark (n=87)

