

Key Messages

Background and Context

Crises, such as environmental, financial, social, or health-related events, can severely disrupt health systems, impacting routine medical and public health services. The COVID-19 pandemic in Switzerland exemplified such a crisis, significantly challenging the Swiss health system with increased deaths, reduced hospital admissions, and intensified demands on intensive care. Assessing health system performance during crises is crucial but lacks a universally accepted method.

The Issue

One of the main tools currently used to assess the performance of a health system is the Health System Performance Assessment (HSPA) proposed by the WHO in 2012. It was recently updated for using it in times of crisis by including the notion of resilience. However, this kind of framework and new vision of integrating both notions of performance and resilience jointly are newly emerging and not widely used yet. In this sense, the assessment of the Swiss health system performance in times of crisis appeared not to be up to date with new developments and needs special attention to be developed within the context of a time of crisis.

Recommendations for action and implementation Considerations

	Recommendation 1: To consider <u>resilience</u> as an inherent notion of health system performance assessment to make it useful in times of crisis.	Recommendation 2: To adopt a standardized health system performance and resilience <u>framework</u> that is useful in times of crisis.	Recommendation 3: To consider <u>resilience indicators</u> when assessing the performance of a health system in times of crisis.	Recommendation 4: To facilitate health-related <u>data</u> collection and sharing.
Facilitators				
International level	Growing recognition of importance of the concept resilience	Promoting knowledge, and sharing best practices	Developing a common language and set of metrics	Financing and appropriate data collection
Swiss level	Relevance of considering resilience in the Swiss context	Investing in research	Integrating resilience assessments into routine health system performance monitoring processes and investing in research	Swiss population is willing to share anonymized health data
Barriers				
International level	Only a few governments have operationalized resilience as an integrated dimension of health system performance	Challenging to develop a one-size-fits-all framework	Unclear definition of health system resilience, costs, time-consuming, and lacking precision of indicators	Lack of budget, poor performance of managers, low data quality, and low stakeholders' interest/motivation
Swiss level	Discussions centered on reducing health care costs	Complexity of the Swiss health system	A set of performance and resilience indicators not available	Switzerland's highly decentralized health care system