

# **System interactions: Exploration of individual and system resilient characteristics in the implementation of a community-based mental health intervention**

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# Key definitions and frameworks

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*Resilient healthcare is the capacity to adapt to challenges and changes at different system levels to maintain high quality care* (Wiig et al, 2020)

## **Resilience potentials** (Hollnagel, 2011)

- Responding: knowing what to do and adjust to disturbances and changes
- Monitoring: knowing what to look for
- Anticipating: knowing what to expect and prepare for
- Learning: knowing what has happened and learn from experiences

## **Resilience characteristics** (Berg & Aase, 2019)

- Anticipation: looking forward as individual or team to prevent
- Sensemaking: perception of something experienced in the current situation in order to adapt
- Adaptions: adjustment to cope with complexity
- Tradeoffs: cognitive as an individual or competing goals as a team

# Study aim and methods

**Aim:** secondary analysis of interview data to examine resilient characteristics across varying system levels

## Methods

- Semi-structured interviews
- Thematic analysis using a hybrid deductive/inductive approach



**Table 1. Analytic framework**

<i>Codes</i>	<i>Definition</i>
Anticipation	Knowing what to expect or being able to anticipate developments further into the future, such as potential issues or new opportunities.
Sensemaking	A sense or shared understanding of what is happening.
Trade-offs	When competing goals and tensions emerge individuals or teams make trade-offs and decide what to sacrifice.
Adaptation & Respond	Knowing what to do or being able to respond/adapt/cope to unexpected events in complex situations.
Learn	Knowing what has happened or being able to learn from experience.
Monitor	Knowing what to look for or being able to monitor that which is or could seriously affect the system's performance – positively or negatively.

# Results

Table 2. Characteristics of resilient performance

	<i>Individual</i>	<i>Team</i>	<i>Management and organisation</i>
Anticipation	“One of the things that I did do when I first started was brainstorm a list of people - key stakeholders within the mental health and suicide sector on the [location], who I thought I would need to go and talk to” (Site A)	“As things are growing... we were sort of prioritizing things, and thinking forward, but also keeping the current processes happening” (Site C)	“ <u>the</u> previous executive wanted to put the position as a project officer, but management fought very hard for it to be a manager’s position so that when you have to go and talk to other stakeholders, the title would mean that you’ve got the authority to then speak to them” (Site D)
Sensemaking	“I just felt like I was just a complete nag ringing up all the time, and just I had so many questions. But it was just trying to figure it out in my head, it had to click in my head, how we're going to structure this” (Site A)	“there's so many things that we were trying to do that were hard, that if we didn't have each other to bounce ideas off or go to, you would think you would be losing your mind because, so I think that that's helpful” (Site C)	“There's been a number of iterations of my thinking as it evolved through. I think the overwhelming sense was how the hell are we actually going to do this. It was just chaos and every time we thought about it, all of us felt completely overwhelmed and I think almost, almost, unable to imagine what it was going to look like in some ways.” (Management)
Trade-offs	“The stuff that needed to happen was a small proportion of what I ever actually got to do, so that really threw a spanner in things in terms of how much work we're actually able to do, in a real, what we actually consider a pure implementation sense, like in actually making this work” (Site B)	“Because it was so big you couldn't do everything so each site would kind of, based on different coordinators interest, or based on interest from your local group, you progress some further than others” (Site C)	“Focusing on one or two things at a time, and trying to make sure stakeholders are engaged and it's implemented well is much more important... it's good to be ambitious to inspire hope, and for motivation, but you also need to be realistic about what can be achieved” (Management)



# Results

Adaptation & Respond	<p>“I think you kind of have to think on your feet a little bit at times, and just go “We don't have the resources for that. So I'll just figure it out.” And I'll just try and do, like, I've become a graphic designer. But I, but I've just going to tap into skills I've had years ago. I'll try and knock something up because we don't have the funds to do that” (Site A)</p>	<p>“the thing that has made a difference is to maintain engagement, you need, if you're bringing something that people don't want, you need to be able to take on board their feedback and take back something new” (Site C)</p>	<p>“The other thing that we did and I'm still working on is rather than having a research manager, which is what we did have, we're now looking for a trial manager” (Management)</p> <p>“the communication structures have changed quite dramatically, to try and address that issue” (Management)</p>
Learn	<p>“My first month I spent with BDI on this project, I went to all the different sites and I – we saw that the most success was from [location A], and so we tried to map our structure off that, and so they also had these working groups down the bottom” (Site D)</p>	<p>“Obviously we had never done it before, so we had to fumble our way through it last year. But knowing and then taking the learnings of what worked and what didn't work with that whole process. We went “okay let's do a process this year.” <u>So</u> we streamlined everything, we put everything in one single email of steps, clear steps that they had to follow” (Site A)</p>	<p>“If we were doing this again, we would probably start that process differently and do a lot more key stakeholder engagement, up front, at both a regional level but importantly at the state and federal level” (Management)</p>
Monitor	<p>“She [key stakeholder] rings probably two or three times a week, she chases, she's all around, like, she wants to make sure they're doing it properly and they're doing it well” (Site B)</p>	<p>“We have a tally sheet that whenever we go out to any of our events, we tally who's involved, who's the lead, how many people we saw, how many people were in the whole thing? And what are the issues that were raised” (Site A)</p>	<p>“Collect data to see whether it works, and then feed that back to the sites. So, work with the sites and make sure that they're getting timely data on what implementation strategies are working which ones aren't, and then revise. So, a constant cycle of testing, getting evidence, testing...” (Management)</p>

# Results

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## Individual and team levels

- strategies used by the site coordinators to promote resilience, such as building relationships and networks to respond to unexpected variance in processes between organisations

## Management and organisation levels

- several barriers, such as inadequate resources and constraints produced by discrepancies between work as imagined versus work as done

Negative consequences to **individuals** (e.g., stress and burnout)

*“really frustrating and tiring and some days you are not really up for it”* (Site A)

*“to be frank, I've had three breakdowns on this project where I've had to be off work for a couple of days”* (Management)

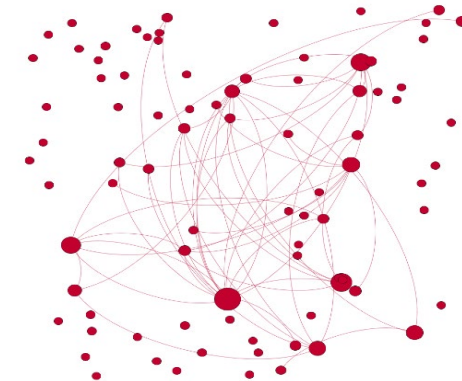


Fig 1. Example social network for one site showing new ties made

## Final points

- Resilient performance is needed across all system levels
- Barriers and constraints at one level can have negative impacts on the next level
- Resilience at the individual level as an important form of system resilience?

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