

Online Toolkit for Health and Social Care Organisations to Build Resilience

This tool aims to provide you with a system to structure your strategic thinking by (a) identifying effective strategies for addressing organisational failure; (b) moving understanding from intuitive good practice to strategic planning to establish a resilient organisation; and (c) providing sustainable development of your organisation that can be used on all levels with your organisation. It should be revisited and reviewed on an ongoing basis.

This tool is a tool for you and can be used as an individual leadership self-reflective tool or as a development tool for senior teams to understand the organisational resilience strategies of their organisations or departments/units. Although this tool is based on experiences that other public sector organisations have encountered, there will be issues that are unique to you so you can be flexible in how you use ideas conveyed here; and if ideas seem better placed elsewhere or you have different ones then that is fine. You are the expert with the specific knowledge about your organisation.

Our reflection tool use three concepts of resilience:

1. **Engineering resilience:** the ability in terms of speed or status of any system to return to, or recover, to an equilibrium following any disturbance. That equilibrium may be the original state or a revised one.
2. **Ecological resilience:** the ability of a system to absorb or resist unrest, maintaining its stable state. This applies in terms of function, purpose, structure, or identity, and permits any necessary changes to key mechanisms or functions of the system.
3. **Adaptive capacity:** the ability of a system to manage and accommodate change, and to adapt to disturbances. A key aspect of adaptive capacity is that systems make themselves resilient by continually varying their key functions and processes so that they are prepared to adapt when a disturbance occurs.

The stages of this tool comprise:

- a) in the first instance **identifying** your organisation's current resilience status;
- b) then, with this knowledge to **build** on, you can identify how to develop resilience or form a resilience strategy within each of the above three concepts.

So this may be something (or things) that have happened or you perceive to be at risk of happening. It is whatever 'thing' to which you wish the organisation to be resilient.

- c) Finally you will **assemble** an overall strategy to establish and sustain your organisation as a resilient one.

Section A: Engineering Resilience ('Ability to recover')

These are abilities of a system to absorb or resist unrest, maintaining its stable state. This applies in terms of function, purpose, structure, or identity, and permits any necessary changes to key mechanisms or functions of the system.

a) Identifying your organisation's engineering resilience status:

In terms of your organisation, and using the examples below, identify which description might apply best to your organisation's current practices.

1. Are we recording data accurately?				
No action has been taken to assess the accuracy of current data recording practices	Action has been taken to assess <ul style="list-style-type: none"> the level of accuracy of data recording and internal capabilities to record data 	A plan has been developed for improvement of the accuracy of data recording	<ul style="list-style-type: none"> Staff training has started New/updated IT systems have been installed KPIs established for improving accurate recording 	Positive assessment of KPIs measuring improvement of accurate recording and reporting has been achieved throughout the organisation
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not applicable	Aware	Developing	Partially implemented	Implemented throughout organisation

2. Do we keep individuals safe?				
No action has been taken to consider how to prevent avoidable harm or risk of harm	Action has been taken to assess risks and how they may be mitigated	A plan has been developed and has started to be implemented, based on risk assessments	<ul style="list-style-type: none"> Staff training is in progress. Incidents are investigated Policies in line with legislation and external guidance are implemented 	Evidence is gathered that demonstrates policies and processes are adhered to and avoidable harm/risk of harm is minimised
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not applicable	Aware	Developing	Partially implemented	Implemented throughout organisation

3. Do we understand key strategic priorities?				
No action has been taken to identify key priorities	Leadership team has identified what steps need to be taken to become resilient	<ul style="list-style-type: none"> Leadership communicates with stakeholders. Those accountable for the steps are identified 	<ul style="list-style-type: none"> Decisions of what steps are low or omitted priorities are identified High priorities are communicated in context of daily 	<ul style="list-style-type: none"> Staff are involved and aware of how they will help to achieve priorities Milestones set and monitored

			activities	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not applicable	Aware	Developing	Partially implemented	Implemented throughout organisation

4. Has staff/organisational restructuring taken place?				
No or minimal staff/organisational review or planning has taken place	A review of all structure and roles is undertaken in line with strategic goals and key priorities	Necessary steps for ending roles (e.g. redundancy processes) and recruiting (e.g. job descriptions) are commenced	Some staff have left and new roles are partially filled	Organisational structural review taken place and appointments to roles required to support strategic goals and key priorities have been completed
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not applicable	Aware	Developing	Partially implemented	Implemented throughout organisation

5. Do we have a clear set of values?				
No action has been taken to identify the organisation's values	Executive team has discussed the organisation's values and each person's role in defining and implementing them	The following have been identified: <ul style="list-style-type: none"> organisational target values, external sources of assistance, a timetable for implementation 	<ul style="list-style-type: none"> Organisational values are established and communicated throughout the organisation Commitment to and demonstration of the values are evident in some teams 	<ul style="list-style-type: none"> Employees have been consulted with and are committed to and demonstrate the values effectively Evidence exists that adoption of the values are the norm
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not applicable	Aware	Developing	Partially implemented	Implemented throughout organisation

6. Are governance and audit processes robust?				
No review of governance and audit processes has been undertaken	Governance structures and processes are reviewed	Steps are put in place monitoring and improve governance and audit processes	<ul style="list-style-type: none"> Standards are monitored. Action is taken where shortfalls occur 	<ul style="list-style-type: none"> Strong accountable leadership is in place Required standards are monitored regularly and achieved

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not applicable	Aware	Developing	Partially implemented	Implemented throughout organisation

7. Are inspection reports and recommendations being reviewed and implemented?				
No reports or recommendations are being reviewed or implemented	Inspection reports / recommendations identified	Plan established of steps to be taken according to reports / recommendation	Action taken according to plan implementing recommendations / reports	<ul style="list-style-type: none"> • Reports / recommendations implemented • Action reviewed and measured
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not applicable	Aware	Developing	Partially implemented	Implemented throughout organisation

8. Do we have clear action plans and trackers?				
No clear action plans or trackers in place	Goals / activities for which plans and trackers required are identified	<ul style="list-style-type: none"> • Outline draft plan / tracker drafted • Key staff / experts consulted 	<ul style="list-style-type: none"> • Completed plan/tracker communicated • Planned steps implemented • Monitoring of steps 	<ul style="list-style-type: none"> • Plan / tracker reviewed on regular basis • Evidence shows plan adhered to / developed if necessary
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not applicable	Aware	Developing	Partially implemented	Implemented throughout organisation

b) Building your engineering resilience strategy

Now in terms of the current status of engineering resilience you have identified in questions 1-8, and using any ideas you may, describe strategies that might apply to your problem, and at which level of the organisation they need to be implemented.

ENGINEERING (‘Ability to recover’).	Service Users/ Individuals	Groups/ Teams	Organisational	Policy
Strategies from above.				

Section B: Ecological Resilience ('Abilities to keep going').

These are abilities of a system to absorb or resist unrest, maintaining its stable state. This applies in terms of function, purpose, structure, or identity, and permits any necessary changes to key mechanisms or functions of the system.

a) Identifying your organisation's resilience status:

In terms of your identified organisation, and using the examples below, identify which description might apply best to your organisation's current practices.

9. Do we understand the priorities and needs of the community/public we serve?				
No action has been taken to identify community's priorities and needs (P&Ns)	<ul style="list-style-type: none"> Staff accountable for establishing P&Ns identified Communication initiated with community stakeholders 	Audits / meetings / consultation events with community stakeholders planned and commenced	<ul style="list-style-type: none"> High and low P&Ns identified P&Ns communicated within the organisation Review dates set 	<ul style="list-style-type: none"> Public members on key groups to act as advisors A strategy for involving public in strategic and local decisions about services that affect them Staff aware of how they will help to meet P&Ns Review undertaken and understanding updated
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not applicable	Aware	Developing	Partially implemented	Implemented throughout organisation

10. Is our IT system for recording and reporting fit for purpose?				
No action has been taken to review if IT system is fit for purpose	Establish what recording / reporting goals IT system needs to achieve to be fit for purpose	Expert advice sought for IT system review as to its fitness to achieve goals	Implementation of new / adapted IT system, possibly in stages	Monitoring of fully implemented system to ensure it is fit for purpose or adjustments made if needed
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not applicable	Aware	Developing	Partially implemented	Implemented throughout organisation

11. Have we utilised external support by building stronger relationships with other agencies?				
No action has been taken to	The executive team has discussed	Following communication	<ul style="list-style-type: none"> Some external support providers 	<ul style="list-style-type: none"> All initiatives have

identify potential external support providers	potential external support and what each person's role is in contacting those external organisations	with external providers, implementation has commenced / is commencing within the next 4-6 weeks	have commenced initiatives • Further support has been timetabled	commenced • Evidence of initiatives' effects is reviewed to plan future initiatives
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not applicable	Aware	Developing	Partially implemented	Implemented throughout organisation

12. Have clear lines of accountability been established?				
<ul style="list-style-type: none"> • No action taken to assess: <ul style="list-style-type: none"> › responsibilities for fulfilling organisational values › communicating efforts to do so • Sanctions and/or solutions for failure to exercise responsibility not identified / implemented 	<ul style="list-style-type: none"> • Assessment of <ul style="list-style-type: none"> › individual/ team/ organisational responsibilities › communication of their efforts to fulfil values • Resources required to enable staff/ teams/groups to fulfil accountability identified 	<ul style="list-style-type: none"> • Plan developed for improvement of accountability including: <ul style="list-style-type: none"> › identification of staff responsibilities › action required to improve competencies • Resources becoming available 	<ul style="list-style-type: none"> • Some/all staff fully aware of: <ul style="list-style-type: none"> › requirements › consequences of failure › to whom they are accountable • Staff training commenced • Some resources available • Process for monitoring and evaluation accountability defined 	<ul style="list-style-type: none"> • All staff fully aware of accountability • All staff qualified/ competent to exercise responsibilities • All resources available • Accountability monitored and evaluated • Appropriate action taken and recorded in cases of failure
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not applicable	Aware	Developing	Partially implemented	Implemented throughout organisation

13. Are internal processes based on guidance?				
No internal processes reviewed to assess impact of external guidance	Peer and external review of processes has been identified	Peer and some external review is assisting processes e.g. in restructuring / understanding of threat, risk, harm and vulnerability	Additional external and peer review and guidance is being sought to address additional areas not covered by current reviews	Peer and external review is provides the basis of improvement in all quadrants (i.e. individual through to organisational)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not applicable	Aware	Developing	Partially implemented	Implemented throughout organisation

14. Is performance being reviewed based on evidence?

Performance across quadrants is not being reviewed or is not evidence based review	Organisational goals are identified	Organisational goals and measures to gauge successful achievement established	<ul style="list-style-type: none"> • KPIs communicated • Measurement frequency set • Owner to track KPI identified 	<ul style="list-style-type: none"> • KPI measurement undertaken • Improvement charted • KPIs reviewed
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not applicable	Aware	Developing	Partially implemented	Implemented throughout organisation

15. Is there transparency of data reporting?				
Information and data is not disclosed	<ul style="list-style-type: none"> • Analysis executed of what data needs to be available and source(s) • Intended internal & external recipients identified 	<ul style="list-style-type: none"> • Data begins to be disseminated • Willingness to change / improve apparent in organisation 	<ul style="list-style-type: none"> • Statements are provided regularly disclosing data • Data is made available on request 	<ul style="list-style-type: none"> • The right data is available at the right time to the right people • Data is transparent and accurate • Resulting positive changes realised
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not applicable	Aware	Developing	Partially implemented	Implemented throughout organisation

16. Are we sharing resources with other organisations?				
<ul style="list-style-type: none"> • Resources not shared externally • No action taken to assess: <ul style="list-style-type: none"> › with which organisations › and what resources could be shared 	Action taken to assess and identify: <ul style="list-style-type: none"> • what resources could be shared • which organisations resources could be shared with 	<ul style="list-style-type: none"> • Plan developed • Internal stakeholders and potential external sharing organisations identified • External discussions and action started 	<ul style="list-style-type: none"> • Steps to facilitate resource sharing implemented e.g. IT changes / training • Some external organisations are sharing resources 	<ul style="list-style-type: none"> • Steps necessary to facilitate resource sharing completed and barriers removed • Effects of resource sharing monitored and reviewed
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not applicable	Aware	Developing	Partially implemented	Implemented throughout organisation

b) Building your ecological resilience strategy

Now in terms of the current status of engineering resilience you have identified in questions 9-16, and using any ideas you may, describe strategies that might apply to your problem, and at which level of the organisation they need to be implemented.

ECOLOGICAL (‘Ability to keep going’).	Service Users/ Individuals	Groups/ Teams	Organisational	Policy
Strategies from above.				

Section C: Adaptive Capacity: (‘Abilities to be ready to adapt’)

The ability of a system to manage and accommodate change, and to adapt to disturbances. A key aspect of adaptive capacity is that systems make themselves resilient by continually varying their key functions and processes so that they are prepared to adapt when a disturbance occurs.

a) Identifying your organisation’s adaptive capacity status:

In terms of your identified organisation, and using the examples below, identify which description might apply best to your organisation’s current practices.

17. Are our new operating models based on risk and demand modelling?				
Operating models not based on risk / demand modelling	Operating models reviewed to assess what threat, risk and harm are relevant / covered	New / revised operating models being developed	New / revised model in place	Evidence of improvements to way threat, risk, harm and demand is assessed and evident
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not applicable	Aware	Developing	Partially implemented	Implemented throughout organisation

18. Have we embraced new technologies?				
New technologies not in place	Review of existing and potential new technologies undertaken	<ul style="list-style-type: none"> Effective new technologies identified provider contracted 	<ul style="list-style-type: none"> New technologies in place Staff training underway 	<ul style="list-style-type: none"> Staff trained Evidence of improvements arising from new technologies

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not applicable	Aware	Developing	Partially implemented	Implemented throughout organisation

19. Have the necessary steps been taken for frontline empowerment?

No steps to empower frontline taken	<ul style="list-style-type: none"> Steps to enable front line empowerment identified Resources needed identified 	<ul style="list-style-type: none"> Strategy planned Pilot scheme run and assessed Strategy revised based on pilot 	<ul style="list-style-type: none"> Training and guidance given to staff as to what is acceptable Staff feedback obtained Success celebrated 	<ul style="list-style-type: none"> Feedback reviewed and acted on Training updated to meet new conditions Success celebrated regularly and formally
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not applicable	Aware	Developing	Partially implemented	Implemented throughout organisation

20. Are current practices evidence based?

Current practices not evidence based	Sources of evidence on which to base practices identified / researched / discussed	<ul style="list-style-type: none"> Sources are cumulated Barriers to change identified and addressed 	<ul style="list-style-type: none"> Current practices redesigned Staff trained in best practices 	<ul style="list-style-type: none"> Effects of evidence based practice embedded Pilots, ideas and new ways of working evaluated and adapted Internal process to share findings and learning
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not applicable	Aware	Developing	Partially implemented	Implemented throughout organisation

21. Is internal communication encouraged?

No assessment of internal communication has been made	Assessment of communication culture carried out	<ul style="list-style-type: none"> Staff training to explain open communication guidelines opinion exchange implemented e.g. by forum 	<ul style="list-style-type: none"> Regular updates provided to employees Management engaged to make time to listen to staff 	<ul style="list-style-type: none"> Formal assessments of staff feedback Results reviewed and changes implemented Employees report their
---	---	---	---	--

				opinions heard and respected
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not applicable	Aware	Developing	Partially implemented	Implemented throughout organisation

22. Have external relationships been developed?

No or poor external relationships exist	Identification of external organisations that may collaborate carried out	Communication with external organisations to arrange collaboration	Visiting and collaboration with other organisations takes place	Evidence exists of stronger relationships e.g. through strategy/system changes
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not applicable	Aware	Developing	Partially implemented	Implemented throughout organisation

23. Are we outsourcing?

No or very little outsourcing occurs	<ul style="list-style-type: none"> Assessment of what should/can be outsourced Costs v. benefits analysis conducted 	<ul style="list-style-type: none"> Potential partners invited to tender Benchmarks of pre-outsource performance established 	<ul style="list-style-type: none"> Outsourcing in place Partners' performance measured 	<ul style="list-style-type: none"> Benchmarks and costs analysis performed Outsourcing arrangements reviewed
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not applicable	Aware	Developing	Partially implemented	Implemented throughout organisation

24. Is governance shared to tackle future challenges?

Governance is centralised and not shared	Assess how current model could move to decentralised, shared-governance model	<ul style="list-style-type: none"> Strategies and systems are developed to enable change Staff informed of change & trained 	Management shifts to participative rather than top-down	Evidence of integration & effect of shared governance throughout organisation
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not applicable	Aware	Developing	Partially implemented	Implemented throughout organisation

b) Building your adaptive capacity strategy

Now in terms of the current status of adaptive capacity resilience you have identified in questions 17-24, and using any ideas you may, describe strategies that might apply to your problem, and at which level of the organisation they need to be implemented.

ADAPTIVE CAPACITY (‘Ability to be ready to adapt’)	Service Users/ Individuals	Groups/ Teams	Organisational	Policy
Strategies from above.				

c) Assembling your Overall Strategy

In terms of the strategy then take your ideas on **pages 4, 7 and 11** and write/copy them into these boxes. This should present your overall strategy.

	Service Users/ Individuals	Groups/ Teams	Organisational	Policy
ENGINEERING (‘Abilities to recover’). Quick and efficient recovery to an optimal or desired state				
ECOLOGICAL (‘Abilities to keep going’). Strong current system, but altering one’s internal processes as necessary				
ADAPTIVE CAPACITY (‘Abilities to be ready to adapt’) Ability to adapt well, adjust, and be flexible around (future) disturbance.				

Finally:

- consider whether there are any aspects that have been omitted and whether any amendments are needed to the overall strategy to complete it and
- set a date to review the strategy.

Date of completion

Date for first review