

# Creating a High Performing Health Care System in Ontario

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# 5 Critical Organizational Strategies For Creating a High Performing System

1. Quality as a Core Strategy
  - Broad definition of quality
  - Strategic focus on improving outcomes based on redesign of care processes and work roles
  - Patient as the focus of improvement
  - Alignment of efforts around focused strategic goals
2. Development of organizational skills to support performance improvement
3. Effective learning strategies and methods to test and scale up
4. Information as a platform for guiding improvement
5. Leadership systems that embrace common goals and align activities throughout the organization

# Why Don't We Have More High Performing Health Care Systems?

- Structural barriers to the integration of physicians in the broader system
- Regionalization has been incomplete
- Failure to see quality as a comprehensive business strategy
- Inadequate investment in quality improvement and information technology
- Failure to execute critical initiatives

# Excellent Care for All Act

The recent legislation includes requirements for hospitals:

- Quality committees that report to hospital boards of directors on quality related issues
- Annual quality improvement plans
- Executive compensation linked to achievements in QI plans
- Patients relations process to address patient, client and caregiver relations
- Staff surveys to assess satisfaction with employment and views on quality of care
- Declarations of values that would be developed by healthcare organizations after public consultation
- Patient based funding system that is evidence based and reflects volumes and quality of services

# ECFAA Creates a Platform for Improvement

- Removes any remaining doubts about fiduciary responsibilities for quality of care
- Ensures a strategic focus on quality of care issues
- Builds some elements of an accountability and performance management system focused on quality
- But....it's only a start
  - May undermine efforts of those already ahead
  - Does not include resources to support improvement
  - Adds a substantial burden for boards
  - Fails to resolve the role of LHIN boards around quality of care and patient safety

# Governance Bodies Can Be Key Levers for Improving Quality of Care

- Clear evidence from the literature, interviews and case studies that boards are seen as a critical lever for improving quality of care and patient safety
- US organizations, both delivery organizations and regulatory and funding bodies are clearly further advanced in addressing these issues, but there is growing focus in this area for Canadian healthcare boards
- Several new high profile initiatives that focus on governance, most prominently the IHI “boards on board” campaign have heightened this attention

# Treat Quality Like Finance at the Board

“Boards of hospitals with strong financial performance exhibited better internal behavioral dynamics and processes than did boards of hospitals with poor financial performance. Key processes where we found striking differences included timely and relevant information sharing, the board’s role in advising and challenging management, board education, the role of the board chair, and the behavioral dynamics and interpersonal climate that exist in the board’s decision-making process.”

# 3 Governance Modes

- **Fiduciary mode** – ensuring that the organization meets its legal responsibilities and accountabilities to the Ministry and other authorities
- **Strategic mode** – making decisions about resources, programs and services
- **Generative mode** – where the board explores root causes, optional courses and new ideas



# What's A Good Quality Plan?

- Focused on a few critical goals
- Linked to measures of outcome (and process)
- Ambitious but achievable targets
- Can be translated into projects (drivers) that influence the outcomes
- Balanced between provincial objectives and local needs

# Five Governance Challenges To Improve Quality Performance

1. Creating a quality plan that targets a few ambitious yet achievable goals
2. Selecting and assessing the measures used to monitor progress toward those goals
3. Developing the knowledge of quality and safety within the board that supports the informed discussion of this strategy
4. Developing effective governance processes that balance the focus on strategy and ends with an understanding of how current structure and processes influence the achievement of these ends
5. Ensuring the integration and alignment of the quality investments and processes with the core work of the organization

“It is a new system and a lot of the old tools won’t work anymore. Those who cling to their old tools and allow our organization to disintegrate will find little sense either in the burning present or in the challenging future. For them, sensemaking will have failed, and the panic of isolation will drive them up a slope that is too far and too steep for them to make it. For the rest, the possibility of invention and the opportunity to make sense—new sense— will open not only routes of escape, but vistas of achievement that the old order could never have imagined.”

Donald Berwick, “Escape Fire” Keynote address to the 11th Annual National Forum on Quality Improvement in Health Care, New Orleans, LA, 1999