

Community Health Connections Conference

Ottawa, June 12, 2019

Al Madden and Ted Ball

Ontario Health Teams

Best Practices/ Lessons Learned Designing Integrated Care Systems

June 12th 2019

**Community Health Connections
Alliance for Healthier Communities**



Quantum Transformation Technologies

Lessons Learned:

- 70% of all large-scale transformations/system integrations projects fail.
- Only 30% succeed!
- Why did some fail/some succeed?
- What were key success factors/ lessons learned?



Early IDS Lessons:

- **Herbert Wong** – Quantum Solutions, Austin
- **Steven Shortel** – Integrated Delivery Systems
- **Margaret Wheatly** – Transformational Thinking
- **Peter Senge** – Systems Thinking
- **Art Frohwerk** – Patient Experience Design
- **Dennis Pointer** - Board Work/ Integrated Delivery Systems

Reflecting on OHTs:

- Are there **“Lessons Learned”** from **“What Worked”** and **“What Didn’t Work”**?
- Are there helpful tools/frameworks/processes/methodologies that enabled teams across the continuum-of-care to successfully achieve the results required?
- **“Minimum Specifications”** vs. **“Low Rules”**

Six “Minimum” Specifications:

1. Shared Vision
2. System Balanced Scorecard
3. Collaborative Governance
4. CEO Accountability Agreements
5. “Lead CEO”/Office of Strategy Management (Finance/OD+HR/IT)
6. HSP CEOs Strategy Team + System Finance/Reallocation

Shared Vision:

- At its simplest level, a shared vision is the answer to the question:
“What do we want to create?”
- A **“Shared Vision”** is the vision that many people want to create together.

Shared Vision:

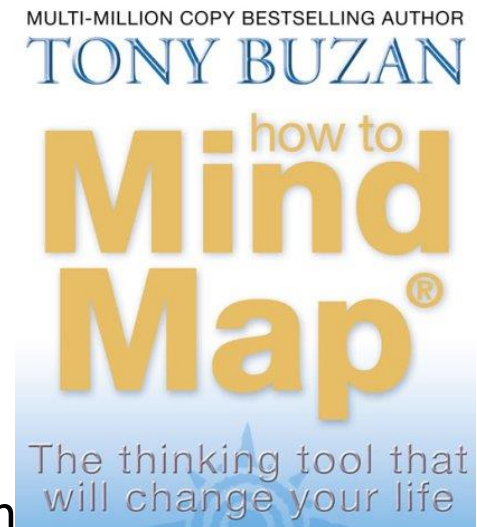
“A SHARED VISION is not an idea. It is, rather a force in people’s hearts, a force of impressive power. It may be inspired by an idea but once it goes further – if it is compelling enough to acquire the support of more than one person – then it is no longer an abstraction. It is palpable. People see it as if it exists.

Few, if any, forces in human affairs are as powerful as a shared vision.”

**-Peter Senge
“The Fifth Discipline”**

Mindmapping: Best Practice Method for Generating a Shared Vision

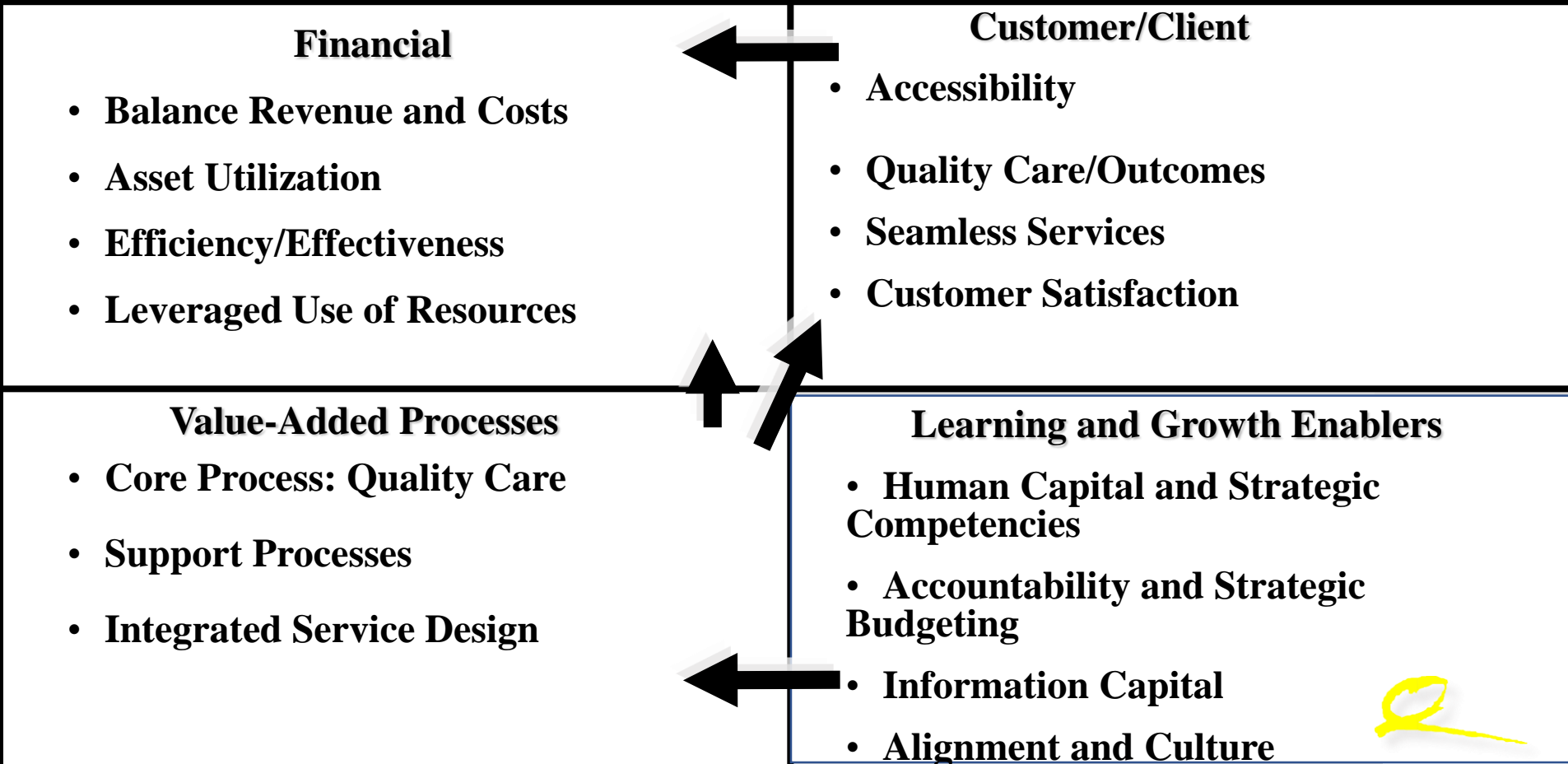
- Tony Buzan (1970's)
- Whole Brain Thinking (Left/Right Brain)
- Creative/Logical
- Organizes thinking
- Create “the whole picture” – and see it all at once



Initial Iteration of System Vision:

- All HSP Board Chairs + Vice-Chairs (or other Bd member) attend a full-day retreat with their CEO.
- Mindmapping of Vision @ tables
- Translate vision into “**outcomes**” for the top two quadrants of a **Balanced Scorecard**.

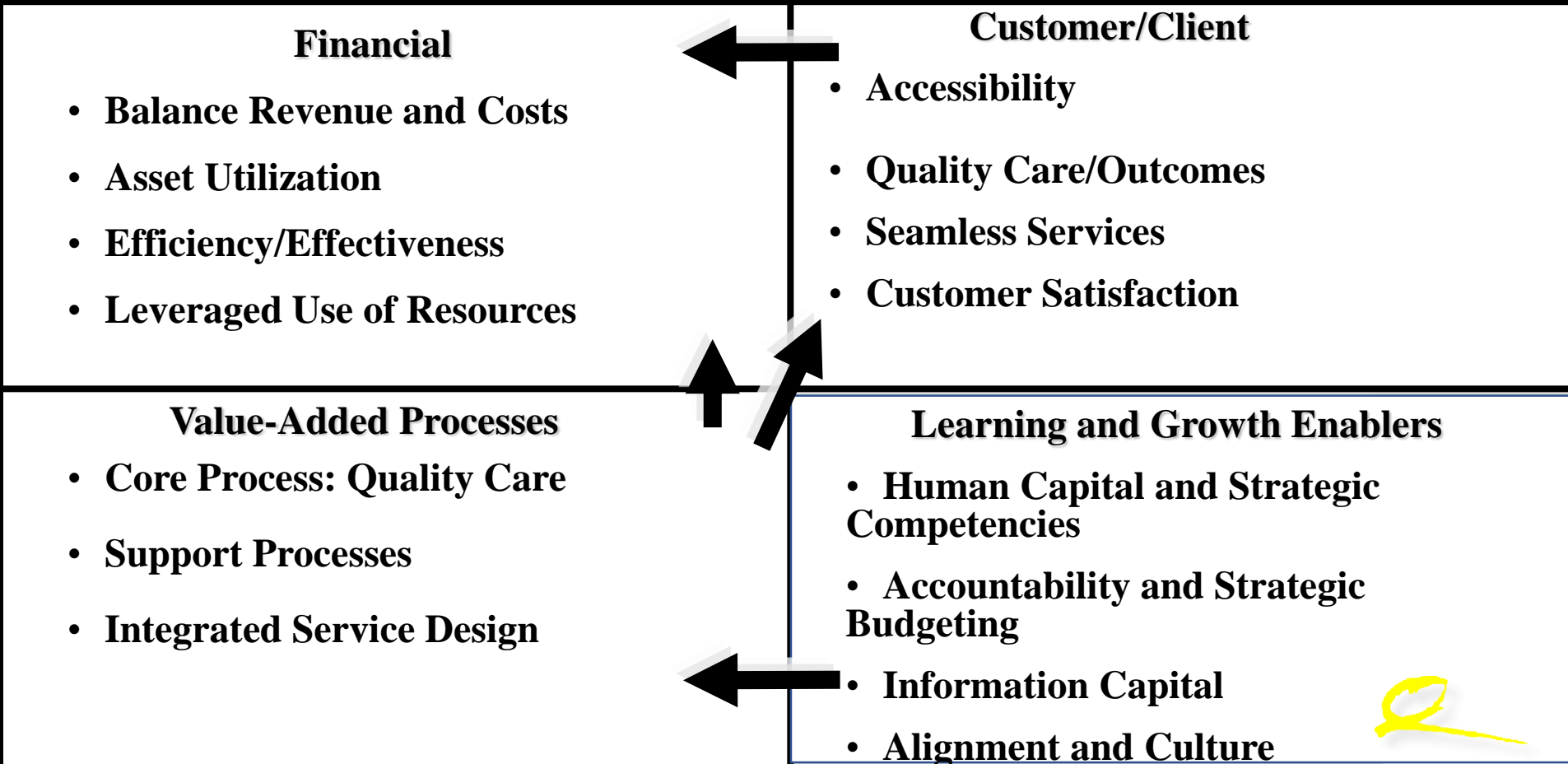
The Balanced Scorecard



CEO Strategy Team:

- OHT HSP CEOs select a **“Lead CEO”**, and, are the **“Strategy Team”** for the OHT.
- With agreement on the outcomes for the top two quadrants, what does the Strategy Team think is the best way to achieve these outcomes.
- They determine the **“Enablers”** – the bottom two quadrants.

The Balanced Scorecard



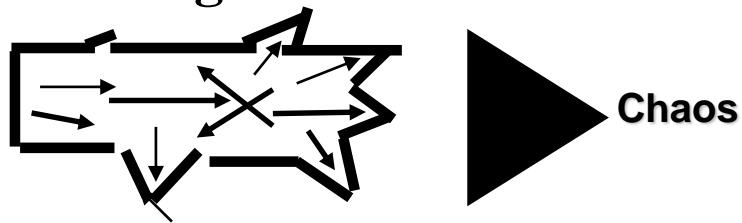
Collaborative Governance:

- Each HSP Board holds their respective CEOs **accountable for the appropriate outcomes** in both their (1) System Balanced Scorecard; and, (2) their Organizational Balanced Scorecards.
- Achieve System Alignment

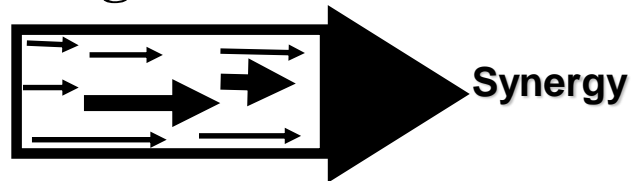


Alignment/Non-Alignment:

Non-alignment . . .



Alignment . . .



CEO Accountability Agreements:

- Boards exist to represent the interest of the “owners” of the organization
- “owners” are the community and people served
- The Board hold the CEO accountable for achieving outcomes/results in (a) system BSC; and (b) Silo-BSC on behalf of the “owners”.

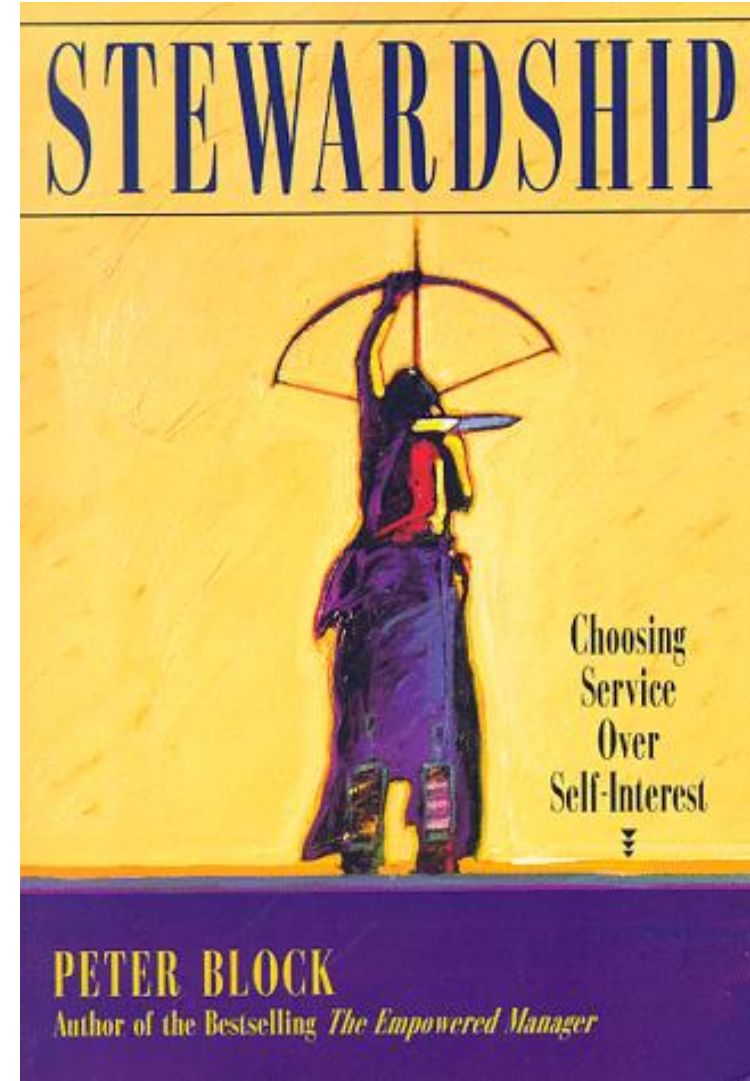
Leadership/Stewardship:

- Command and Control “**System CEO**”
- **System Boss**- all CEO’s report to him/her, rather than their Boards
- **Stewardship Model** – the “**Lead CEO**”
- Selected by CEO Strategy Team to provide “**Stewardship**”

Stewardship:

“Willingness to be accountable for the well-being of the larger organization by operating in service, rather than in control of those around us”.

-Peter Block
Stewardship



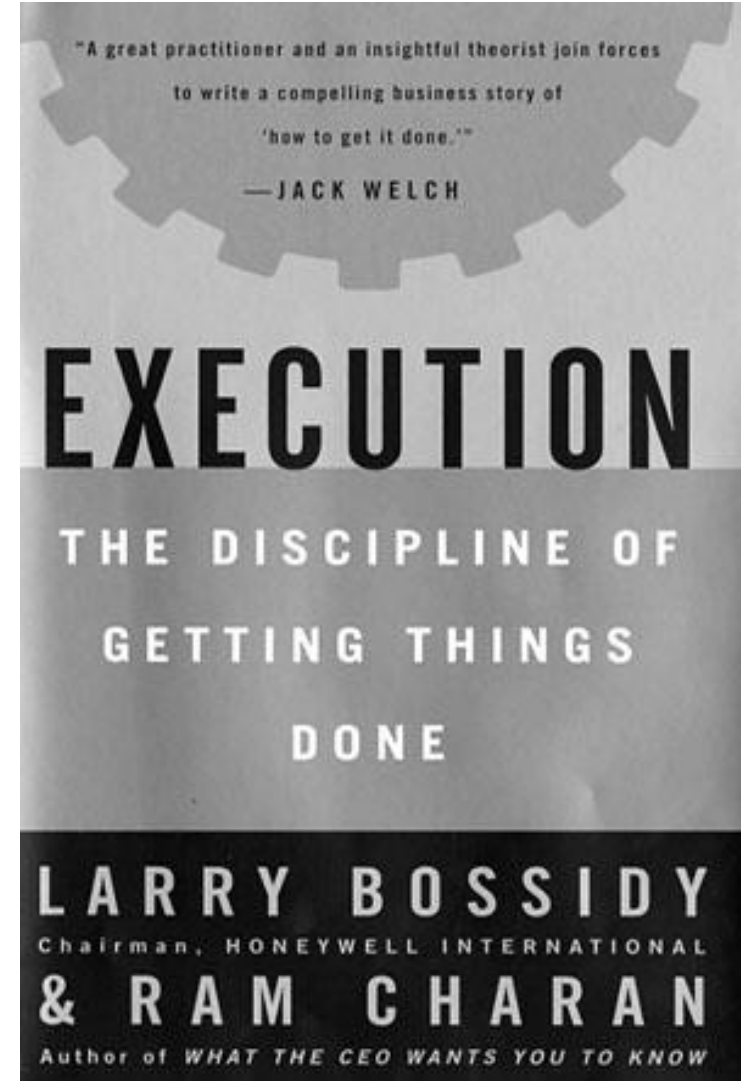
Office of Strategy Management

- **“Lead CEO”** – with System Strategy Team
- OHT VP of Finance
- OHT VP of IT
- OHT VP of OD and HR

Strategy Execution:

“Execution is a systematic process of rigorously discussing hows and whats, asking questions, tenaciously following through, and, ensuring accountability.”

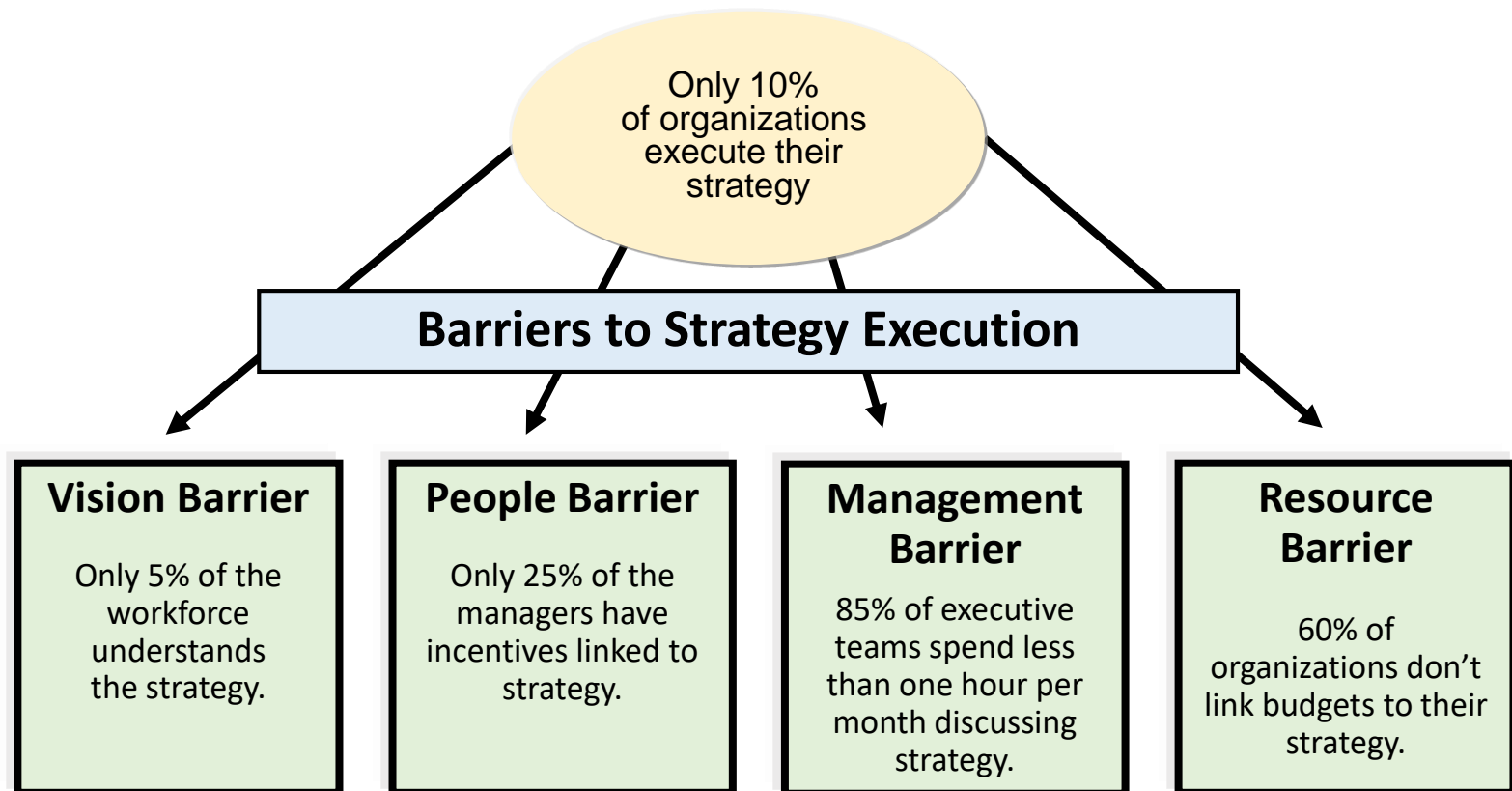
- Bossidy & Charan
*Execution: The Discipline
Of Getting Things Done*



Financial Assumptions:

- System vs. Silo-funding
- Year-over-year allocation of resources recommended by Strategy Team -- to achieve the OHT's **Shared Vision** and **System Balanced Scorecard**.

The Barriers to Implementing Strategy



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FOUR STEPS TO IMPROVED PERFORMANCE

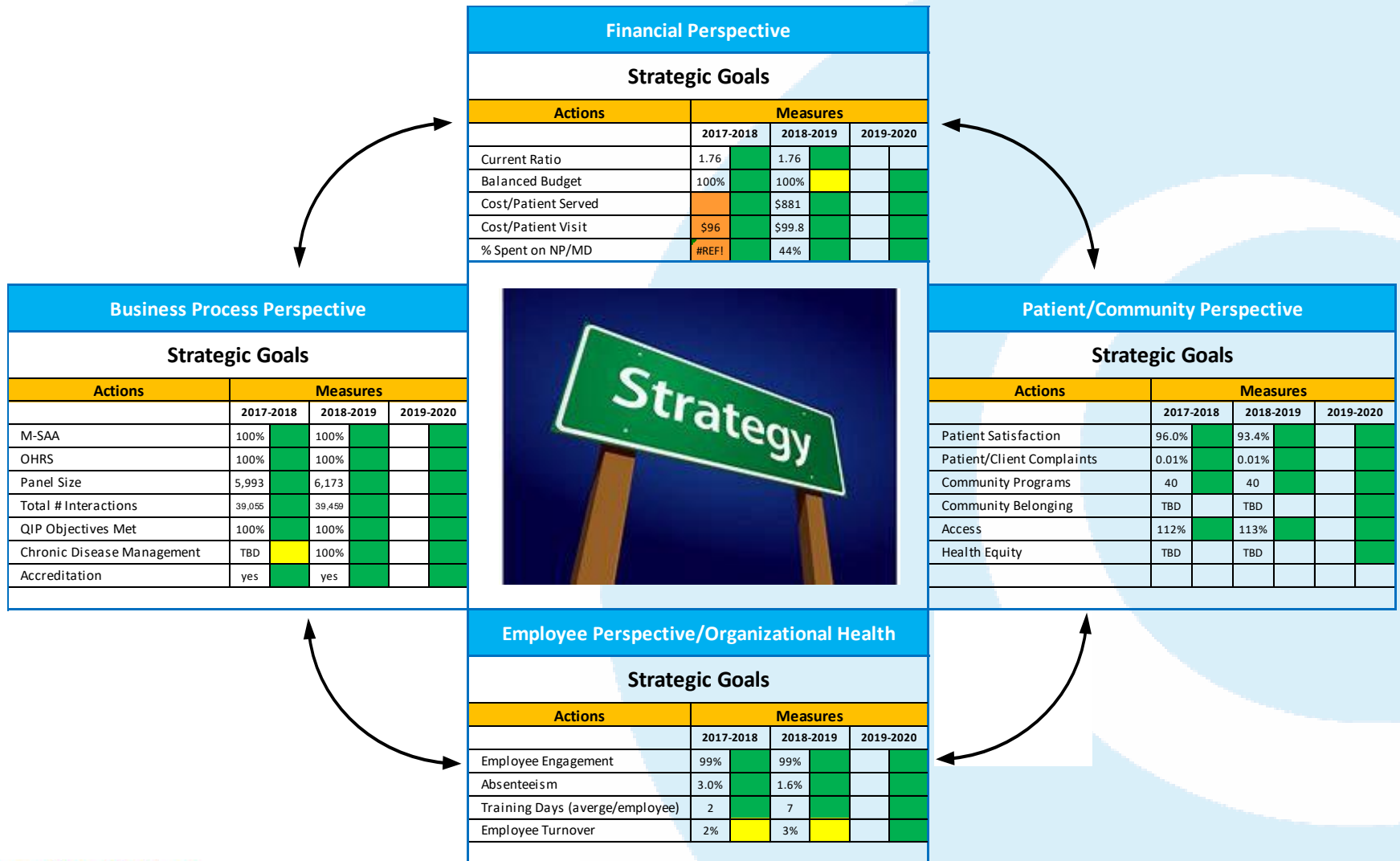
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STEP IV – THE BALANCED SCORECARD

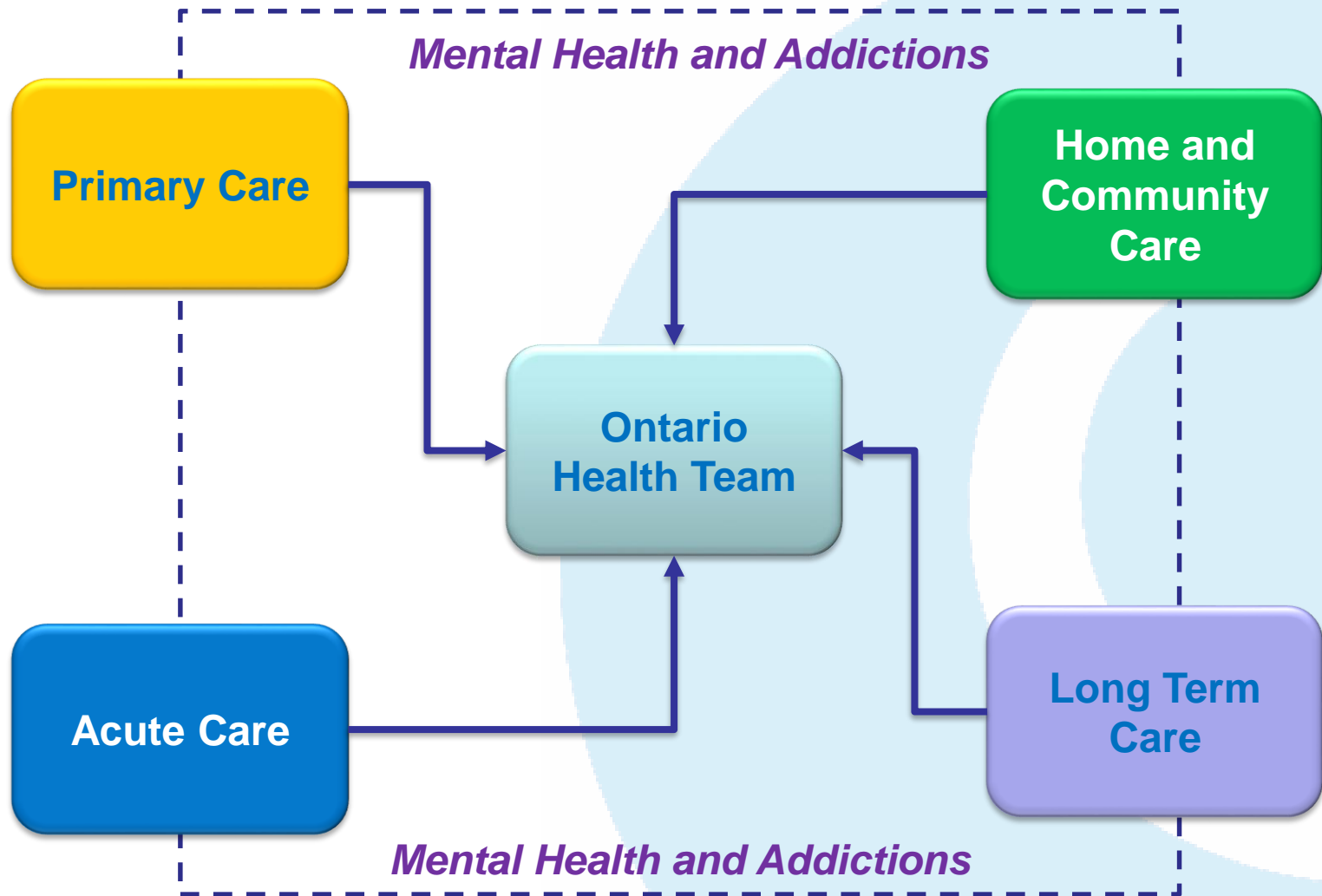
What Ted Said!

- There are four quadrants to the BSC
- Two quadrant indicators are determined with the Board using mind-mapping techniques
 - Finance
 - Patient Satisfaction/Outcomes
- The “other” two quadrants are “enablers” and related to internal operations and staff
 - Business Processes/Quality
 - Employee/Organizational Health
- The indicators in the business process/quality quadrant will and should be related to an integrated balanced scorecard

SEGCHC Balanced Scorecard



Creating and Integrated Balanced Scorecard



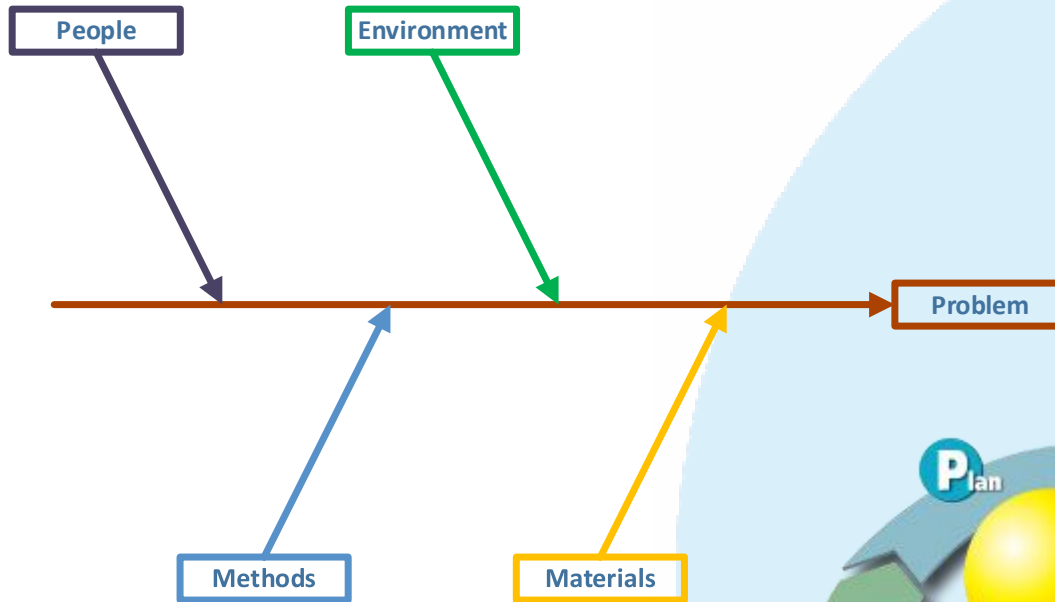
Creating and Integrated Balanced Scorecard

Step I

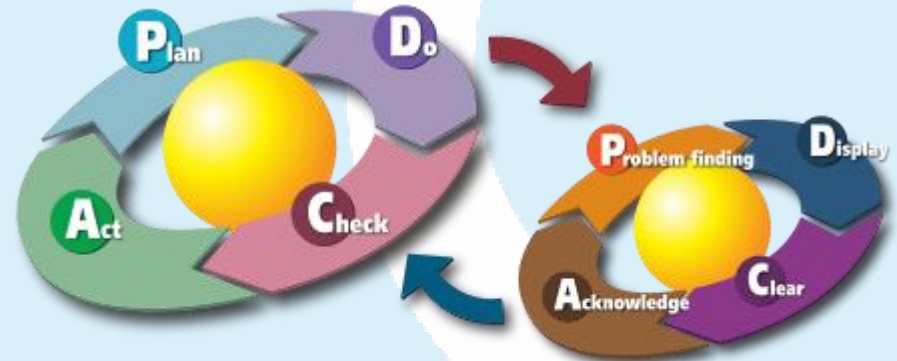
1. Shared Vision
2. Using Mind Mapping methodology, the Board will identify the Financial and Patient-Centric “*outcomes*”
3. In Year 1 – the CEOs will determine the “*target population*” (eg: *Transitions of Care - frail elderly, MHA*)
4. Once determined, a Kaizen Event should occur to assist with identifying the “*system changes*” that need to occur to achieve improved outcomes for the target population
5. The event should lead to a number of changes that need to occur at each “*silo level*”

Kaizen Event

for Transitions of Care (frail elderly, MHA)



Engage “frontline” providers from each silo in a problem solving session that will result in changes to the current operating system.



Sample Changes to the System

Acute Care

- < ALC
- < Readmissions
- 100% of discharges referred to PC/MHA/LTC within 8 hours

Primary Care

- > Access to Care (SPI and hours available)
- > % of Clients seen within 24 hour of referral
- 100% of frail elderly referred to community programs
- > in # programs available for 75+
- > in SPI attending FE programs

Home Care

- > % of Clients seen within 24 hour of referral
- > in services for frail elderly

Long Term Care

- > in bed utilization rate
- > in # transition beds

MH and A

- > % of Clients seen within 24 hour of referral
- > % of “at risk” patients referred to programs (ACT)

Business Process/Quality Quadrant

Primary Care

Initial BSC


Business Process Perspective						
Strategic Goals						
Actions	Measures					
	2017-2018		2018-2019		2019-2020	
M-SAA	100%		100%			
OHRS	100%		100%			
Panel Size	5,993		7,200			
Total # Interactions	39,055		45,500			
QIP Objectives Met	100%		100%			
Chronic Disease Management	TBD		100%			
Accreditation	yes		yes			

Revised BSC

Business Process Perspective						
Strategic Goals						
Actions	Measures					
	2017-2018		2018-2019		2019-2020	
M-SAA	100%		100%			
OHRS	100%		100%			
Panel Size	5,993		7,200			
Total # Interactions	39,055		45,500			
QIP Objectives Met	100%		100%			
Chronic Disease Management	TBD		100%			
Accreditation	yes		yes			
% Patient Seen < 24 Hours					95%	
100% of 75+ referred to programs						
24/7 access to primary care						

Other Required Changes

- Update PMP for Allied Health Manager
- Update Operations Plan
- Amend Budget to support strategy as required



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STEP I – MANAGING CHANGE

What did Ted Say?

- Culture is about how people think and behave
- People need to aspire to higher levels of self-actualization
- Ted talked about “Learning Organizations”
- Culture eats Strategy every time!

What I Believe

- All the systems in the world do not generate performance or quality if employees are not engaged!
- The primary role of the CEO is to ensure that employees understand what is expected of them (quality and measures), then get out of the way and let them do it!

Some Applicable Quotes

Drucker

“Culture eats Strategy for Breakfast”

Deming

“Innovation comes from people who take joy in their work.”

“People need to know how their job, their efforts contribute to the whole.”

Senge

“When executives lead as teachers, stewards, designers, they fill the roles that are much more subtle and long term than those of power-wielding hierarchical leaders.”

Structure and Systems

At South East Grey CHC, we have implemented a number of management systems to support our vision – but they are only as effective as the employees hired to deliver the results – and that (performance) is based on how I manage!

- » Strategy
- » Strategy Map
- » Operational Plan
- » Performance Management Program
- » Closed Loop Management System
- » Balanced Scorecard

Ontario Health Teams

- The health system ***as we know it*** will never be the same in Ontario
- EVERY OHT will talk about ***the seamless integration of services to improve patient care***
- That “***seamless integration***” means CHANGE
- Use the establishment of your OHT to launch a change initiative within your organization that will position you well for the OHT maturity stage

Managing Change a five-step approach

- Create the Burning Platform or the impetus for change
- Establish a Shared Common Vision for the Future
- Build Management and Leadership Capabilities
- Enable Action by Removing Barriers to Change, and
- Implement Management Best Practices

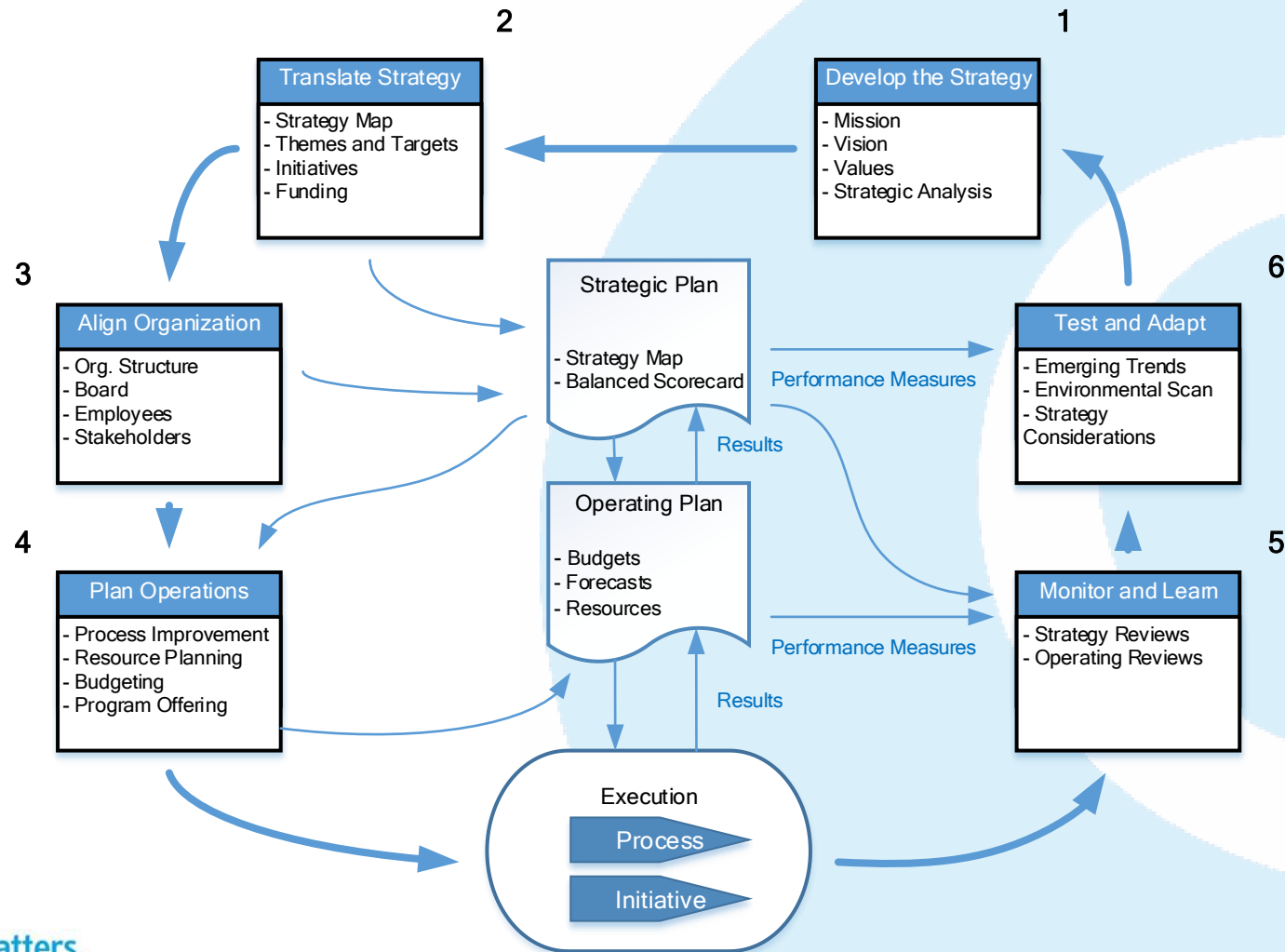




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STEP II – STRATEGY and Culture DEVELOPMENT

Closed Loop Management System for Strategy Execution (K&N 1996)



The Diamond “E”



* Source: Nick Fry, University of Western Ontario

Every One Matters.

Organizational Culture

the Beginning of Performance Management

“Culture East Strategy for Breakfast”

Peter Drucker, 1954

Redacted quote:

Each manager, from the “big boss” down to the production supervisor or the chief clerk, needs clearly spelled-out objectives. These objectives should lay out what performance the person’s own managerial unit is supposed to produce. They should lay out what contribution the individual and the unit are expected to make to help other units obtain their objectives. These objectives should always derive from the goals of the business enterprise.

Nordstrom Policy

Nordstrom is considered to be the highest performing retail store in the US from a customer service perspective.....

Welcome to Nordstrom.

We're glad to have you with our Company. Our Number One Goal is to provide Outstanding Customer Service. Set both your personal and professional goals high! We have great confidence in your ability to achieve them.

Nordstrom Rules: Rule #1: Use your best judgement in all situations. There will be no additional rules.

Please feel free to ask your department manager, store manager, or division general manager any question at any time.

4 Steps to Creating a Strong Culture

- Establish a set of Values and live by them
 - Don't deviate – ever!
- Make sure every employee “fully understands” his or her role within the workplace – institute a performance management program
 - And as such, they understand their contribution to the achievement of the organization's vision
- To create an Innovative workplace you need to empower
 - Don't micro-manage, hire smart people, establish SMART objectives and let them go
- Communicate!
 - Be visible, accessible and ensure you understand the pulse of the organization

SEGCHC Culture

- Highest performing CHC in Ontario
 - Lowest cost per patient served
 - Lowest cost per patient interaction
- High patient satisfaction – 97%
- No sick days – we have 10 discretionary days
 - Employee can take a day off at their discretion (2018-2019 6 days average)
- Values – Family, Trust, Respect
- Each employee has their own budget and the authority to spend – monthly statements are issued
- Each employee has a set of goals
 - Panel, Encounters, Patient/Client Satisfaction, Cancer Screening, Programs etc.

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STEP III – PERFORMANCE MANAGEMENT

Drucker

“What gets measured gets done!”

- This quote assumes that Management has a rigorous system in place to measure what gets done, and further that every employee understands his/her contribution to the whole
- Drucker was the author of “*The Practice of Management*” where the concepts of Management by Objectives was introduced
- At SEGCHC, we have a robust “transparent” Performance Management Program
 - Every employee has a PMP that is comprised of 3 elements
 - Goals that cascade down from the Organizational Goals
 - Expected Competencies and Behaviours
 - Personal Development Plan
 - The PMP is used by the Manager as the day-to-day HR tool
 - Managers document “daily” their observations (coaching)
 - All employees have online access to their own PMP

SEGCHC Performance

M-SAA INDICATORS	2018	2017	2016	2015
Panel Size	6300	5387	3401	1775
Influenza Vaccination Rate	81.2%	58.7%	52.7%	55.7%
Breast Cancer Screening Rate	96.4%	83.7%	39.1%	42.8%
Cervical Cancer Screening Rate	97.1%	80.5%	50.6%	48.3%
Diabetes Inter-Disciplinary Care	96.7%	99.1%	78.6%	100.0%
Colorectal Cancer Screening Rate	96.2%	83.7%	35.0%	53.2%
OHRS INDICATORS	2018	2017	2016	2015
Encounters	43,000	34,896	34,327	27,182

Questions?

THANK YOU!

