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Efficiency in the Healthcare System

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Compassionate People. World-Class Care. Des gens de compassion. Des soins de calibre mondial.



Why is change so difficult?

- It's the culture – the practice of medicine is still an art
- It's not about the patient – it's about the provider
- We are not wired to work in teams
- More healthcare is seen to be better. When we are more efficient and do less, even when less is actually better...someone loses
- We cannot measure costs or quality for each patient



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A Suggested Approach to Focus on and Improve Efficiency...

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1. Challenge the Status Quo

- There are enough resources (doctors, nurses, money etc.) in the system today; we need to use them more efficiently
- Harness the disruptive change that ensues



2. Insist on Value for Money

- Accelerate IS&IT infrastructure that measures outcomes and costs for each patient
- Promote transparency and benchmarking of best practices



3. Focus on the Patient

- Mandate the electronic health record
- Create an interprofessional model of care based on:
 - full scope of practice
 - sharing “turf”
 - meeting patients needs at the least cost



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4. Define Roles and Responsibilities of Leaders

- Governments
- Boards
- Administrators
- Doctors
- Nurses
- Other Health Professionals



5. Develop the Plan

- Action Oriented
 - Transform processes (Lean six-sigma)
 - Manage processes
- Outcome Driven
- Ensure Alignment



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6. Assign Accountability; and Insist on it

- Performance Measures
- Performance Targets
- Authority to Achieve Results
- Pay at Risk vs Performance Incentives



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A Few Examples of What I Mean...

- Business Process Management
- Variance in Practice
- Interprofessional Model of Patient Care

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I believe that some day in the not too distant future,
Canadians will once again have a health system
that is a model for the world stage because....

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We know what to do

We know how to do it

We will find the leaders to lead it

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