Efficiency in the Healthcare System

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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
A Suggested Approach to Focus on and Improve Efficiency...
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
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
6. Assign Accountability; and Insist on it

- Performance Measures
- Performance Targets
- Authority to Achieve Results
- Pay at Risk vs Performance Incentives
A Few Examples of What I Mean...

- Business Process Management
- Variance in Practice
- Interprofessional Model of Patient Care
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...
We know what to do

We know how to do it

We will find the leaders to lead it