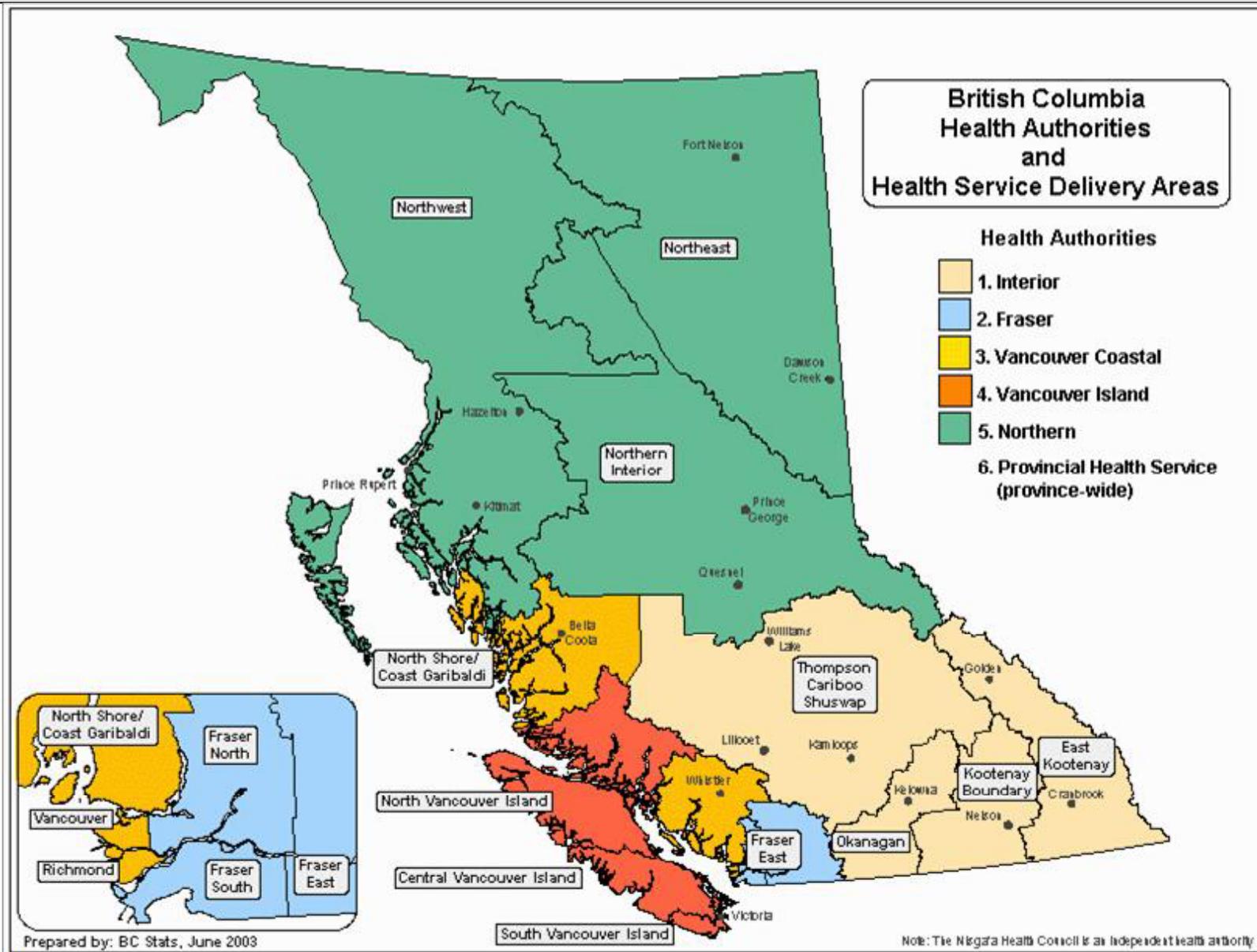




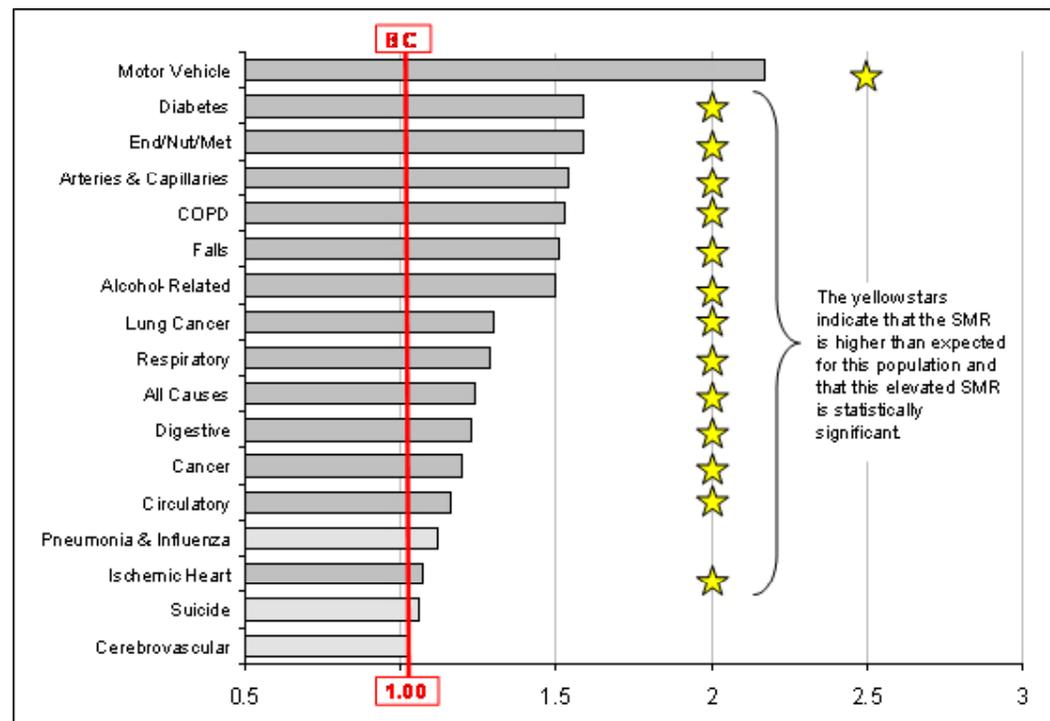
Critical HHR-Related Success Factors Underlying  
Effective System Change I – The Northern Health Story  
March 2010



- Achieving System Change:
  - Recognize that Health Services are a Human Resource intensive enterprise
  - Set the context:
    - Shared vision – achieve alignment
    - Focus – provide clarity of direction
    - Engagement – enable people to “do the right thing” and free them up to act
  - Attend to structure
  - Address inevitable tensions
    - Identify and name tensions
    - Navigate the tensions



- 2008/09: Shifting the Strategic Direction
  - Focus the work of the organization
  - Lay the foundation for system change
    - Health of the population
    - Quality
    - Sustainability



*Mission - Through the efforts of our dedicated staff and physicians, in partnership with communities and organizations, we provide exceptional health services for Northerners*

*Vision - Northern Health leads the way in promoting health and providing health services for Northern and rural populations*



## **Integrated Accessible Health Services:**

*Northern people will have access to integrated health services, built on a foundation of primary health care*

## **A Focus on our People:**

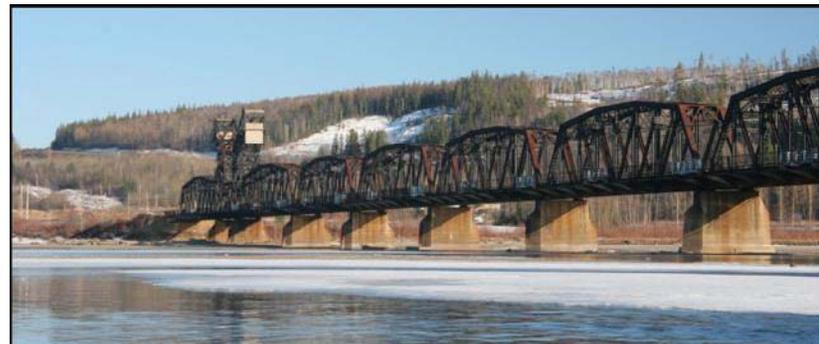
*Northern Health will create a dynamic work environment that engages, retains and attracts staff and physicians*

## **A Population Health Approach:**

*Northern Health will lead initiatives that improve the health of the people we serve*

## **High Quality Health Services:**

*Northern Health will ensure quality in all aspects of the organization*

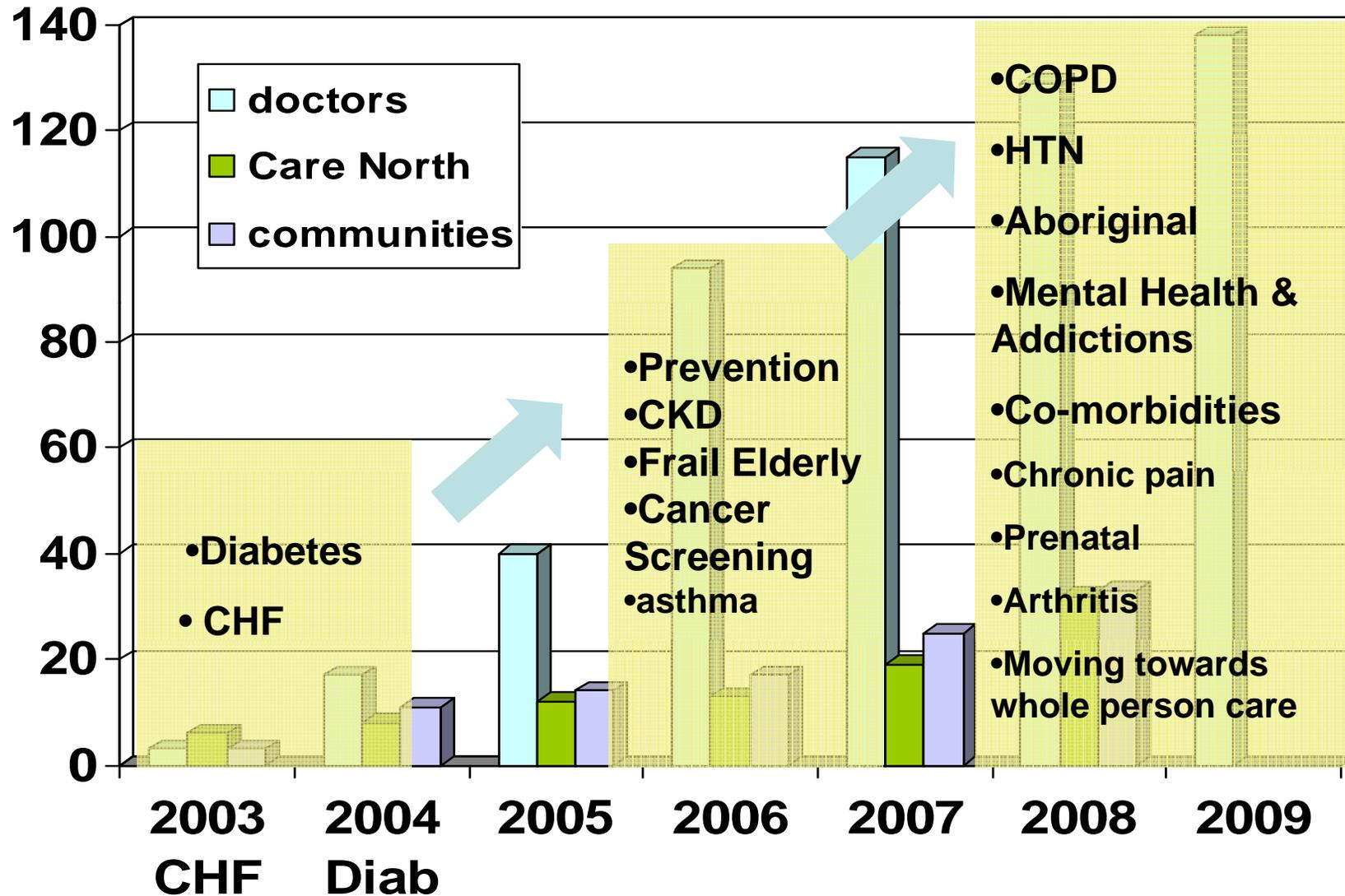


# What are we doing?



- Conceptualizing Primary Care Home
  - Integration of community health programs and primary care

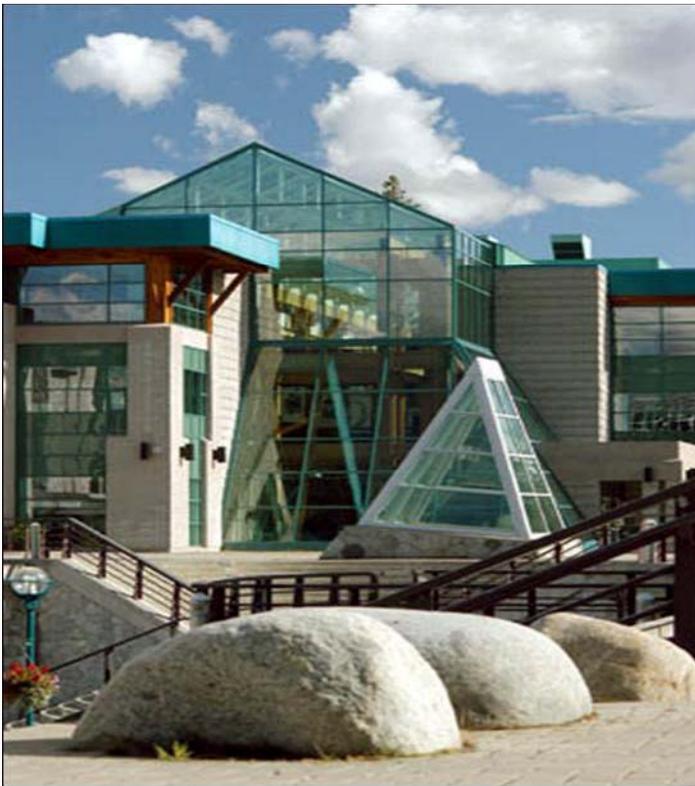




- Consolidating (not centralizing) quality improvement efforts
- Establishing regional quality improvement structures and processes



- Formalizing partnership with UNBC
  - Focus on innovation, evidence, research, and evaluation



- Staff engagement
  - Measurement
  - Focused dialogue between first line manager and staff
  - Union/Management relations



- Engagement of community
  - Primary Health Care public consultation process
  - Establish and expect a community engagement process



# How are we getting there?



- Governance

- Making the concepts of “Primary Care Home” and “Quality Improvement” real
- Understanding the implications of the organizational change necessary to achieve the Strategic Plan
  - Navigate the resulting staff, community, and political issues
- Understanding the scope of change management required
- Holding the organization accountable for change implementation
- Identifying organizational risks and their mitigation<sup>15</sup>

- Senior Leadership
  - Creating the shared vision
  - Stabilizing the organization's leadership
  - Learning from others
  - Dialogue
    - Internal: staff and physicians
    - External
  - Setting annual organizational directions and establishing implementation plans
  - Assessing and shifting structure to ensure that it supports the changes needed in service delivery
  - Engaging partners
  - Enabling trial and error



- Ministry/provincial perspective – regional realities
- Community fear of losing services – changing service delivery models
- Patient self-management – provider directed care
- Organizational alignment – grassroots innovation



- Professional association/  
union interests – population  
health needs
- Accountability to the funder  
– accountability to the  
community
- Incentives that enable  
alignment – incentives that  
inhibit alignment



- Staff turnover
- Competing provincial priorities and agendas
- Viability and sustainability of rural and remote communities
- Risk that scope of change and the associated change management required exceeds capacity
- Access to meaningful real-time data and capacity to analyze and interpret
- Fiscal constraint
  - Opportunity: creates the imperative for change
  - Challenge: enormous effort to manage fiscal challenges alongside service improvement

- Identify what really needs to change
- Attend to multiple processes simultaneously and systematically
- Take the time to lay the foundation
  - Shared vision & focused direction
  - Dialogue
  - Alignment of work
- Understand the political context – timing often critical



# What are we learning?

- Keep your eyes on the ball, stay focused, and avoid distractions
- Do not underestimate the magnitude of change & continuous effort required over time
- Celebrate milestones and progress
- Do not be afraid to acknowledge failure and try again





Thank You!

The Northern Health Story

