A system perspective on achieving higher value

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How can we add greater value in health care while keeping patients at the heart of our decisions & actions?

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In health care, it's a constant balance between:

- Doing our best for patients
- Driving better health outcomes
- Spending less money

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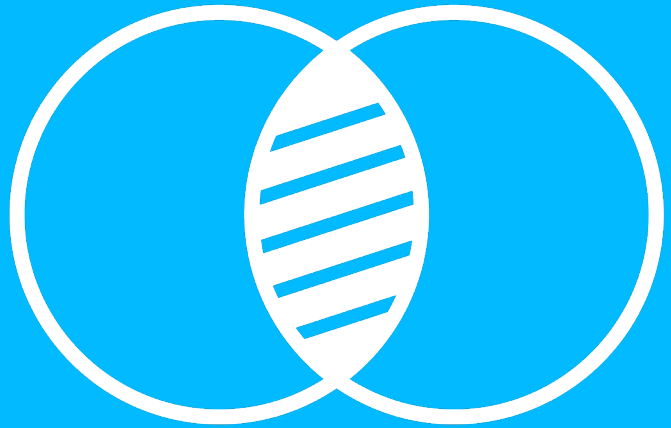
It’s also a balance between what is within the realm of our control and what is not.



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We have plenty of opportunities to achieve higher value even if we don’t control the full means of delivery.

We just need to be smart about where we put our effort.

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Data from the Conference Board of Canada's 2015 report "How Canada Performs" illustrates this point.

Report findings:

- B.C. & Ontario had the highest health status grades on a per provincial basis.
- Residents of both provinces live healthier, more active lives.
- Healthier citizens and critical mass of population enable both provinces to spend less money on health care
- Spending per person is about the same both in BC and Ontario, around $6800/person

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There are many things that go into creating a healthy population.

Many of these drivers do not come under the umbrella of health services.

And few of them will be fixed by greater government spending on health care.

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Opportunities will be realized by searching within the health care ecosystem

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This is the challenge we have embraced at Vancouver Coastal Health.

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VCH serves 1.25 million people, but the bulk of our services are used by just 15%.

This population is:

- Complex
- Chronic conditions
- Frail elderly

And they are the fastest growing segment of our population

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By 2030 our current model would require VCH to provide:

- 1,000 more hospital beds (the equivalent of two new hospitals)
- Recruit more than 1,500 new physicians

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Our vision & strategy involve:

1. Shifting care from hospitals to communities and a team-based model

1. Embracing the possibilities of technology

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By working together and sharing knowledge and best practices, we can solve this problem together.

There is so much that we can learn from each other.

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Marshfield

- 30-day program called Home Recovery Care.
- In-patient care in the comfort of a patient's home.
- 90 per cent patient satisfaction rate & lower cost of care.

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Mercy Virtual Care Center

- Built the world's first virtual hospital to deliver telemedicine to patients in hospitals & home settings.
- No patient beds.
- Instead, 600 doctors and clinicians use telehealth, electronic patient records, data analytics and other innovations.
- Supports specialized programs: SafeWatch, Telestroke, V-Engagement.

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As leaders in health care, we have a responsibility to work together to drive further innovation and excellence

We can embrace the future of patient-centred technologies without sacrificing the human connection to provide better and cheaper care

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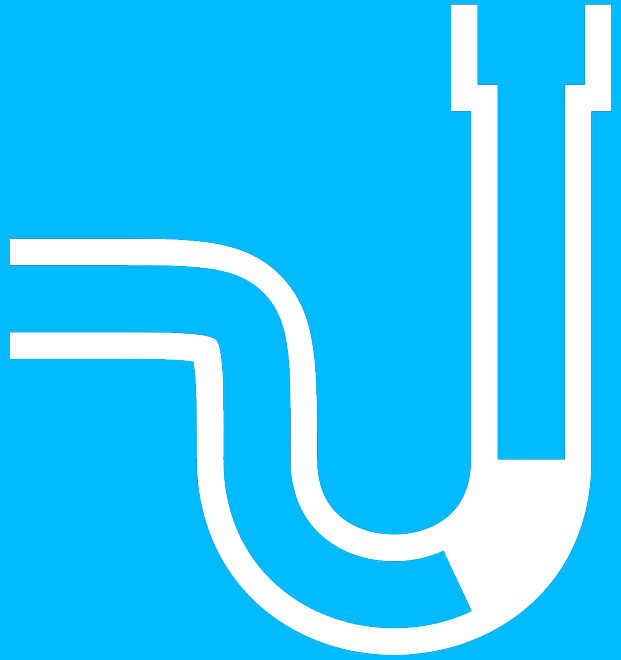
What are the roadblocks to this wide spread adoption



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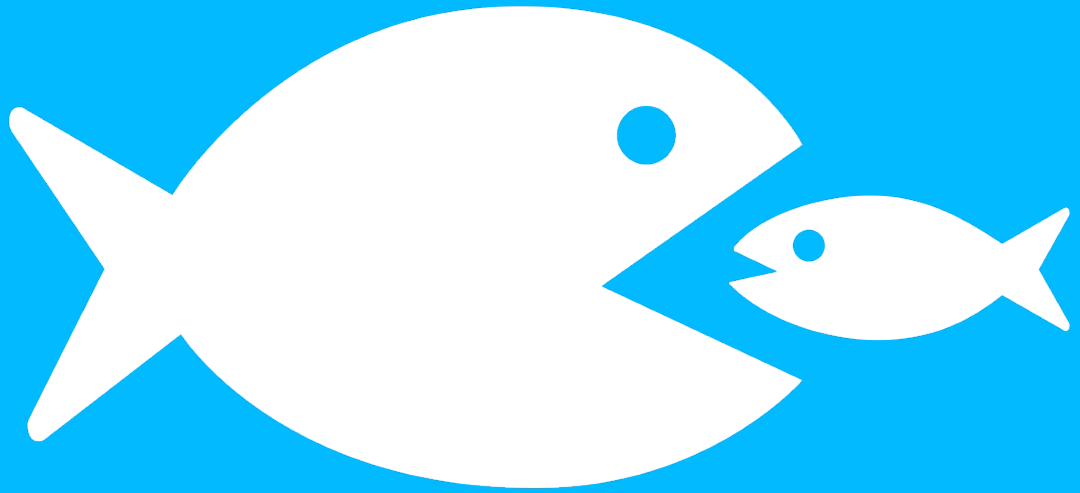
Culture eats strategy for lunch.



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We at VCH did not have the ingredients in our DNA to drive the innovation necessary to transform our system

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Without focus and vigilance on building and nurturing a culture of innovation and change where people feel safe to learn and to fail and to keep on learning we will never be able to move the needle through strategy alone.

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One of the most important findings was that people felt disconnected, and unclear about our direction as an organization.

Additionally, they didn’t feel that VCH had meaningful values.

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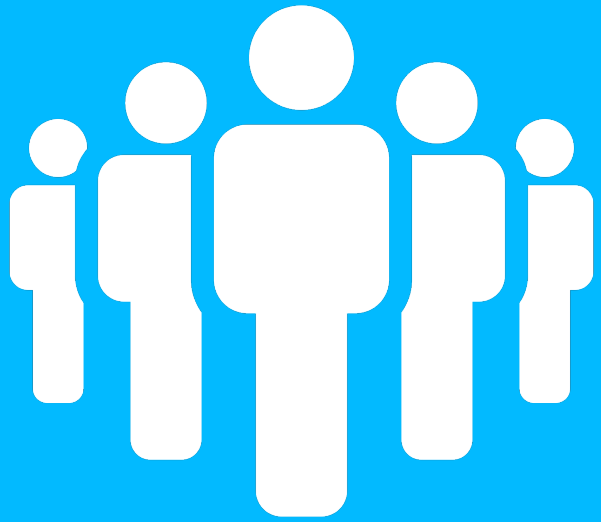
Without our people we can’t do anything - but with our people, we can do everything.



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Our culture will continue to hold us back until we change it.

Clear values and their associated behaviours allow us to make quick decisions as a collective team.

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Bedside Translating Service

Challenge: Time was being lost relying on translation services for patients.

Solution: Introduce the Mobile Video Interpreter, a bedside service that translates more than 200 languages in real time.

An engagement platform that fosters internal innovation and crowdsources ideas from the front lines

Health care reform is
the sum of many parts.

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- Build a culture for bold change
- Support a paradigm shift in where we receive care
- Embrace technology

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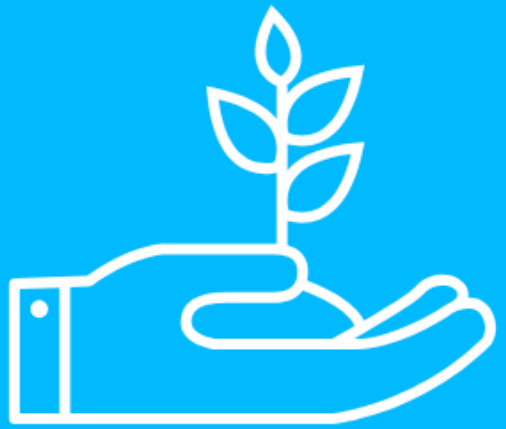
We can evolve health care in a way that is sustainable, delivers exceptional patient outcomes, and is a source of pride for all Canadians.



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thank you

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