



Ministry of  
Health



# Setting Priorities for the B.C. Health System

- *14<sup>th</sup> Annual Healthcare Summit* -

Elaine McKnight  
Associate Deputy Minister  
Ministry of Health  
June 26, 2014



# The Path to a Refreshed Strategy

---

- Innovation and Change Agenda implemented four years ago to drive system change
- Four themes:
  - ▶ *Effective health promotion and prevention*
  - ▶ *High quality primary and community care*
  - ▶ *High quality hospital care services*
  - ▶ *Innovation and efficiency*



## Strengths of the Innovation and Change Agenda

---

- Established overarching system-wide strategic framework for co-ordinated action
- Defined specific actions and direction
- Enabled sustained focus and effort over long period



# Achievements of the Innovation and Change Agenda

---

- Established Healthy Families BC
- First Nations Health Authority
- Substantial cost savings and efficiencies
  - ▶ including shared purchasing and management of pharmaceutical costs
- Reduction of generic drug prices



# Achievements of the Innovation and Change Agenda

---

- Replaced CareCard with BC Services Card
  - ▶ enhanced anti-fraud and security features
  - ▶ foundation for future online access
- eHealth
  - ▶ enhanced security and availability of patient health information (e.g. lab tests, scans, prescriptions, medication histories)





# Challenges of the Innovation and Change Agenda

---

- Change management
- Lack of buy-in/alignment
- Data access, quality, availability
- Resistant service areas
  - ▶ access to primary care, needs of frail elderly, mental health, emergency health in rural areas, ED congestion, wait times



# Refreshing Strategic Priorities

---

- Minister's Mandate Letter
  - ▶ Continue the Innovation and Change Agenda within the health sector
  - ▶ Review the health sector priorities of government to ensure maximum value for taxpayers while providing maximum benefit to patients



# Refreshing Strategic Priorities

---

## Analysis

- ▶ Patients and populations;
- ▶ Review Innovation and Change Agenda

## B.C. System Dialogue

- ▶ Stakeholder consultations: health authorities, unions, colleges, health policy experts

Strategic  
Priorities





# Comprehensive Analysis

---

- **Seniors:** use more health services, especially those in residential care
- **Chronic disease:** those with high complex chronic conditions represent 4% of population and use 19% of health system resources
- **People with severe mental illness and/or substance use** represent 2% of the population however are significant users of hospital services



# Comprehensive Analysis

---

- Despite increases in volumes of elective surgery done, wait times for many procedures have not declined
- Emergency rooms remain over-congested and proportion of patients receiving treatment within target times has not improved
- Most medium and large hospitals operate consistently at capacity levels close to and over 100%
- B.C. has one of the lowest rates of MRI and CT exams in Canada



# Outcomes of Consultations

---

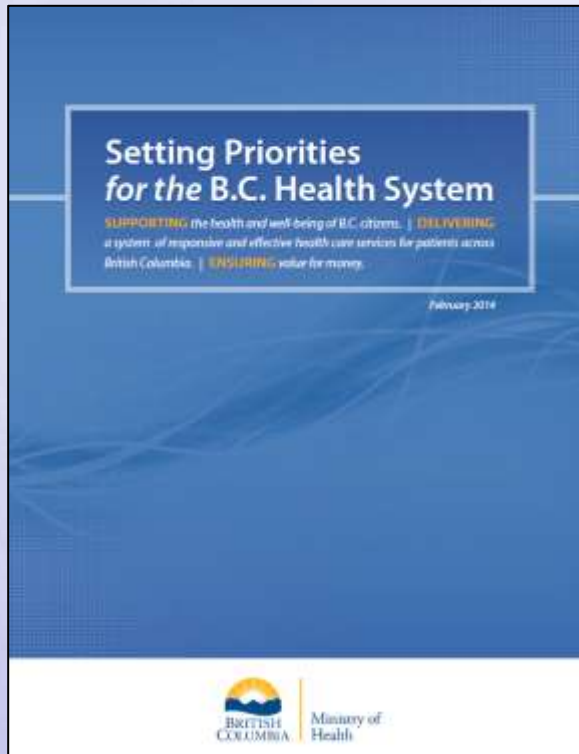
## Key themes:

- ▶ Relationships with physicians
- ▶ Access to services, including services for rural communities
- ▶ Leadership and collaboration – roles and responsibilities for ministry and health authorities
- ▶ Communication and public engagement in health system strategy
- ▶ Value of data and analysis to determine health system performance



# Setting Priorities for the B.C. Health System

---



- Includes goals, priorities and strategies
- Focus on three main outcome areas:
  - ▶ Supporting the health and well-being of B.C. citizens
  - ▶ Delivering a system of responsive and effective health care services for patients across B.C.
  - ▶ Ensuring value for money



# Setting Priorities

---

- Refreshed health system strategy focused on meaningful improvements in the population and patient outcomes
- Developed sector wide priorities and strategies to support health system improvement





# Priority 1 – Patient-Centred Care

---

- Shift the culture of health care from being disease centered and provider focused to being patient-centered



## Priority 2 – Prevention and Health Promotion

---

- Focus on the effective “nudging” of behaviour change to achieve a meaningful impact on health care system utilization, built on the structure of the current Healthy Families BC strategy



## Priority 3 – Primary and Community Care

---

- Ensure a community based system of inter-professional health teams with a strong focus on populations and individuals with high health and support needs:
  - ▶ Patients with chronic disease
  - ▶ Frail elderly
  - ▶ Severe mental illness and/or substance use



## Priority 4 – Specialist Care and Treatment

---

- Achieve better access to medical and surgical specialty consultation and direct treatment



## Priority 5 – Diagnostics

---

- Improve laboratory and diagnostic imaging services to drive quality, optimize value for money, and ensure evidence-based timely access





## Priority 6 – Pharmaceuticals

---

- Continue to drive evidence-informed access to clinically effective and cost-effective pharmaceuticals



## Priority 7 – Hospitals

---

- Revisit and rethink the role and scope of hospitals in the regional health care continuum



## Priority 8 – Residential Care

---

- Increase access to an appropriate continuum of residential care services that is responsive to different and changing care needs



# Strategy 1 – Shared Plan

---

- Deliver a population and patient focused vision for the health system driven by a single, cascading plan of action built around the provincial priorities



## Strategy 2 – Accountability

---

- Establish a clear performance management accountability framework built on public reporting, role clarity and accountability mechanisms





## Strategy 3 – Quality

---

- Enable effective quality improvement capacity across the health system and strengthen quality assurance to effect meaningful improvements to patient outcomes



# Strategy 4 – Change Management

---

- Enable effective change management capacity across the system to drive successful system transformation



## Strategy 5 – Health Human Resources

---

- Develop and implement an integrated provincial workforce strategy that supports both individual and team based practice



## Strategy 6 – Information Management and Technology

---

- Enable access to timely and quality data and information for patients, providers, and health system decision makers



## Strategy 7 – Budget Management and Efficiency

---

- Enable effective funding, financial and corporate service strategies while continuing to drive efficiencies across the health system





# Implementation

---

- Going forward, a focus on key populations and services across the health system
- A focus on these cross-system priority areas is critical to meet population health, patient and service priorities within the fiscal objectives of government for a financially sustainable health system



# Cross-System Focus Areas

---

- Care in the community
- Access to medical treatments and procedures
- Access to surgical treatments and procedures
- Hospital care
- Residential care services



# Monitoring

---

- Implementing change in a complex system
- Ongoing monitoring of progress critical
- To be successful, strategy must improve service experience of patients, improve health outcomes in the population, and sustain them over the long term



# Strategy Close-Up: IMIT

---

- IMIT a key enabler
- Successes to date
- Next steps




HEALTH AUTHORITY  
CLINICAL INFORMATION  
SYSTEMS




PROVIDER  
AND CLIENT  
REGISTRIES



PROVINCIAL  
LABORATORY  
INFORMATION



PHARMANET  
DRUG INFORMATION



DIAGNOSTIC  
IMAGING




PANORAMA  
PUBLIC  
HEALTH

## ELECTRONIC HEALTH RECORD

✓ Authorization & Authentication    ✓ Integration    ✓ Standards-based    ✓ Privacy and Security    ✓ Network

Common IMIT Services



VIEWER  
CARECONNECT



PROVINCIAL  
TELEHEALTH



PHYSICIAN  
EMRs





# IMIT – Going Forward

---

- Standardization of processes
  - ▶ Advanced clinical decision support at point of care
  - ▶ Improve patient safety and quality of care
  - ▶ Advanced analytics for health system planning
  - ▶ Increase efficiency



# IMIT – Going Forward

---

- Access to health information
  - ▶ Knowledgeable citizens taking charge of health
  - ▶ Advanced clinical decision support tools
  - ▶ More efficient health care delivery
  - ▶ Improved patient safety
  - ▶ Increased efficiency



# IMIT – Going Forward

---

- Set mechanisms in place to support strategy
  - ▶ Revised health sector IMIT governance and funding framework
  - ▶ Single health sector IMIT enabling strategy
  - ▶ Agreements to support initiatives led by health authorities



# Conclusion

---

- Suite of interrelated priorities
- Focused on key populations
- Working toward a more integrated system
- Supported by key organizational change enablers
- That provides for a measurable game plan for the coming three years



Questions?





BRITISH  
COLUMBIA

---