



**White Paper: Best  
Practices for Ontario's  
Evolving Health Care  
System**



**SAS' Health Care Seminar**

**Tuesday, November 29, 2005**

**Prepared for SAS by Robert Angel**

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## Executive Summary

Performance management and patient strategies are two particularly pressing issues for the Ontario health care system.

The system has to operate in the context of people, process and technology barriers, as well as the implications of government involvement and the still fragmented nature of the health care sector – mostly locally managed hospitals containing a multiplicity of semi-autonomous professional practices.

Ontario health care has huge investment and operational needs, but limited room to spend more money since health care already accounts for the largest item in the Ontario budget. However, demographics, advances in medicine and technology, business process challenges, ever rising costs, the potential for an epidemic, and consumer demands all point to significant additional funding demands ahead.

Some early adopter health care institutions around the world *are* realizing performance gains. Technology providers like SAS have played a prominent role in this, applying data driven approaches to prioritizing and allocating resources. Real improvements *are* being achieved in operational effectiveness – setting strategy, decisioning, acting, measuring, and increasing patient satisfaction.

Against this background, SAS held a half-day seminar in Toronto on November 29, 2005 to address some of the most current and pressing issues that healthcare providers are facing.

An audience of eighty health care management professionals, advisors, and policy setters gathered to hear such topics as:

- ▶ Healthcare **quality improvement** through standardization of measures and reporting
- ▶ The application of a Balanced Scorecard **performance management** methodology to drive strategy more efficiently and meet objectives
- ▶ The development of regionalized healthcare to better plan, co-ordinate and fund the delivery of local healthcare services

Three guest speakers from the front line of health care management covered both strategic and operational aspects. **Dr. Kenneth Kizer** is President and CEO of the National Quality Forum in Washington; **Dr. Michael Gustafson** is VP of Clinical Excellence at Brigham and Women's Hospital in Boston. **Dr. Vince DiNinno** is Vice President, Medical Services, Palliser Health Region in Alberta.

Some common findings from these health care practitioners were:

1. Small changes in critical elements (key “change levers” or “leverage points”) can produce very large changes in performance
  - The capability to manage large amounts of data can help the critical elements change process

2. Doctors and nurses must be more involved in change strategy from the outset
  - The contributions from these two key groups has been proven to be crucial to making optimal decisions and securing staff cooperation
3. Leadership committees can be reorganized around the strategy map, with monthly review and follow up of metrics and adverse trends
  - The balanced scorecard approach has been found to be an excellent discipline for organizing strategies and creating action items around the strategies
4. Performance information needs to flow continually to front line staff so they can tell if they are on target
  - Posting results to be accessible to all personnel is recommended for both operational and communication enhancement
5. There is an investment reality gap – many Ontario hospitals need better technology infrastructure such as PCs and networks to move data internally
  - The technology discussed in this Paper for enhancing health care performance requires facilitating technology platforms to be available

These and other comments made in the seminar are discussed in the rest of this document under the three topics of Leadership, Management, and Delivery.

## Contributors



Dr. Kenneth Kizer is President & CEO National Quality Forum, Washington DC. Formally incorporated as the National Forum for Healthcare Quality Measurement and Reporting, a private, non-profit, membership organization whose mission is to increase the provision of high quality healthcare by establishing a national strategy for healthcare quality improvement, by standardizing the way that healthcare quality is measured and reported and by otherwise promoting healthcare quality and quality improvement.

Previously, Dr. Kizer served five years as Under Secretary for Health in the U.S. Department of Veterans Affairs (VA). He was the highest ranking physician in the federal government and CEO of the Veterans Healthcare System, the largest integrated healthcare system in the nation with a budget of over \$20 billion, 200,000 staff, and 1,100 care delivery sites.



Dr. Michael Gustafson is Vice President for Clinical Excellence, at Brigham & Women's and Faulkner Hospitals in Boston, MA. He has oversight for guiding the institution's strategies for clinical performance measurement, analysis, improvement, and planning -- across such dimensions of care as service excellence, efficiency, quality, and patient safety. He also serves as the principal quality liaison and representative for the institution within Partners HealthCare System, working regularly with quality leaders from Massachusetts General Hospital and four other acute care hospitals. He is the Executive Sponsor for a hospital-wide Balanced Scorecard reporting and management system at BWH, one of the first of its kind to be implemented in a U.S. academic medical center.

Dr. Gustafson serves as an Instructor in the Department of Surgery at Harvard Medical School, with active research interests including the relationships between volume and quality, measurement of risk-adjusted surgical outcomes, and the application of human factors and systems thinking concepts to patient safety.



Dr. Vincent DiNinno is Vice President, Medical Services, Palliser Health Region, Alberta, and a practicing family practitioner. He is currently Clinical Assistant Professor, Department of Family Medicine, Faculty of Medicine, University of Calgary. Dr. Di Ninno is Medical Advisor to the Chief Defence R&D Canada – Suffield, and member of the Biohazard Committee and Chemical Hazard Committee.

He is also a Medical Consultant, Jonoke Software Development and a member of the Programming Team for Medifile, Medical Office Management System and Electronic Medical Record.



Neil Stuart leads IBM Canada's Business Consulting Services. Health Care practice. He joined IBM Business Consulting Services at its inception in 2002 and was previously a partner in a major global consulting practice acquired by IBM. In the latter capacity, he played a lead role in building its consulting services for the health industry.

Mr. Stuart taught for several years in the University of Ottawa's Masters of Health Administration program. He currently has an adjunct appointment as assistant professor at the University of Toronto in its Department of Health

Policy Management and Evaluation, where he has taught courses in areas of evaluation and planning. Mr. Stuart has served as a member of the Ontario Hospital Association's External Advisory Committee. He also served for many years on the editorial board of Healthcare Management Forum. He was the lead Canadian contributor to HealthCast 2010, an analysis of the future of the health sector. He is the author of many journal articles and conference papers on health and social programs.

He has been active as a board member of the Alzheimer Society, the Victorian Order of Nurses and now the Toronto East General Hospital.



Jamie Sharp is VP Customer Segments Research, IDC Canada, directing IDC Canada's vertical market technology research coverage including Financial Services, Government, and Healthcare in addition to Small & Medium- sized Businesses (SMBs) and Manufacturing. Previously, he was covered technology adoption in Canadian financial services, Canadian B2B, and Canadian e-government marketplaces for Forrester Research.

Jamie has a dozen years experience in the financial service market. He was the senior enterprise architect for Canada Life Assurance, providing technology counsel, guidance and direction for global operations. At TD, he was accountable for day-to-day Net and Voice delivery channels, operations, design and development of TD's Intranet, and for operation of TD's global multi-protocol network.

Author:

Robert Angel is President, The Gilford Group Limited. He is a subject matter expert in customer marketing strategies, performance management, culture change, and organizational development, and Vice President of TPS International, a California-based international strategy and performance management consultancy. He also works with the Access Group, specialists in Roundtable discussions for a range of critical management topics.

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