Innovation and Change in the BC Health System

British Columbia Financial Healthcare Professionals Society

October 15-16, 2012

Vancouver, BC
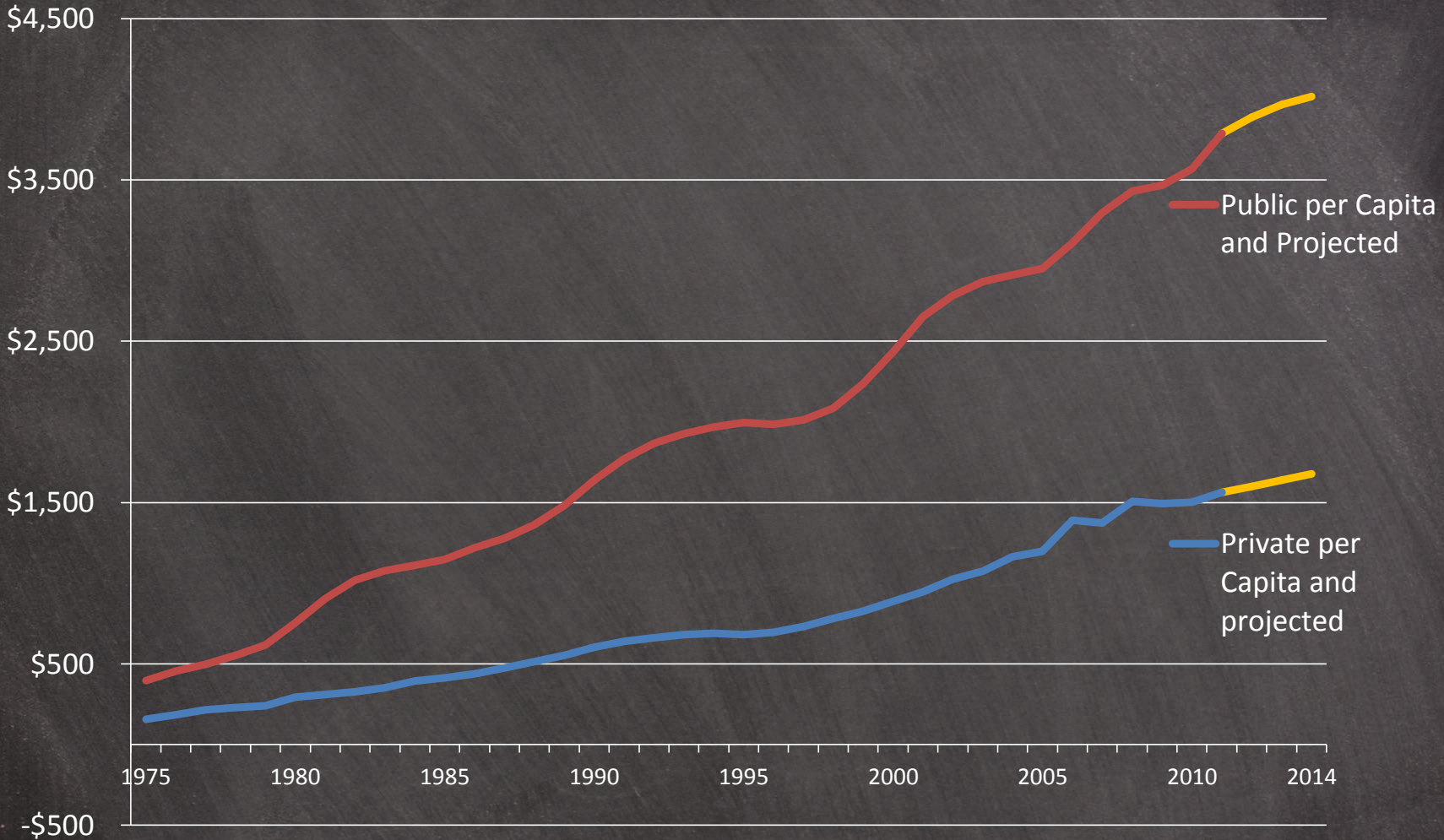
Graham Whitmarsh
Deputy Minister of Health

Our Challenge

- The BC health system and our health outcomes are the best in North America

- However, we are challenged by:
    - Changing population needs
    - Rising cost of health care

Per Capita Health Expenditures in BC

$ Per Capita

Legend:
- Public per Capita and Projected
- Private per Capita and projected

Y-axis: $4,500, $3,500, $2,500, $1,500, $500, -$500

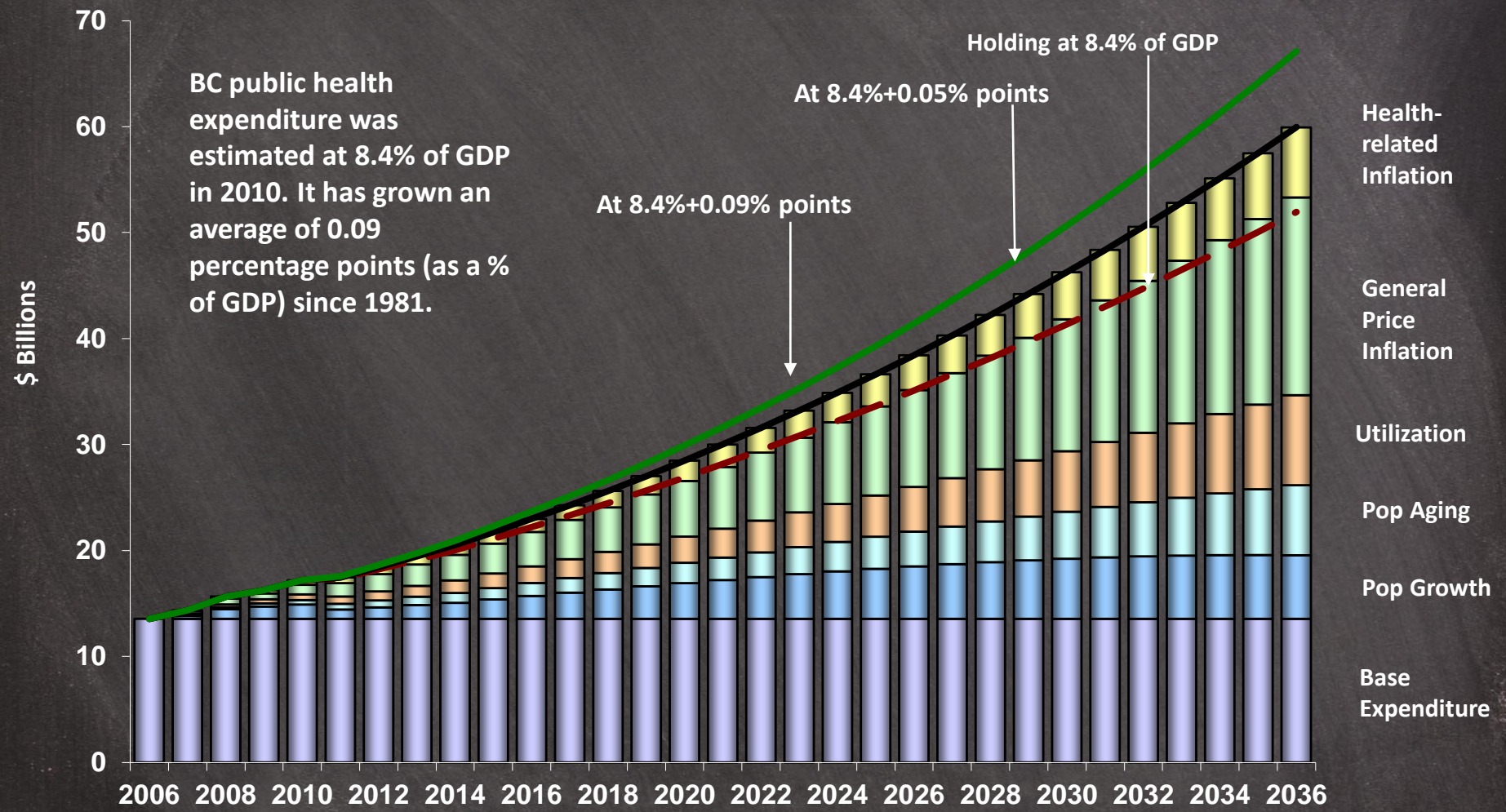X-axis: 1975, 1980, 1985, 1990, 1995, 2000, 2005, 2010, 2014

Sources: National Health Expenditure Report 2011, Canadian Institute for Health Information
Public Health Care Expenditures per Capita '05/06 to '14/15 from BC Government Budget and Fiscal Plan 2012/13-2014/15
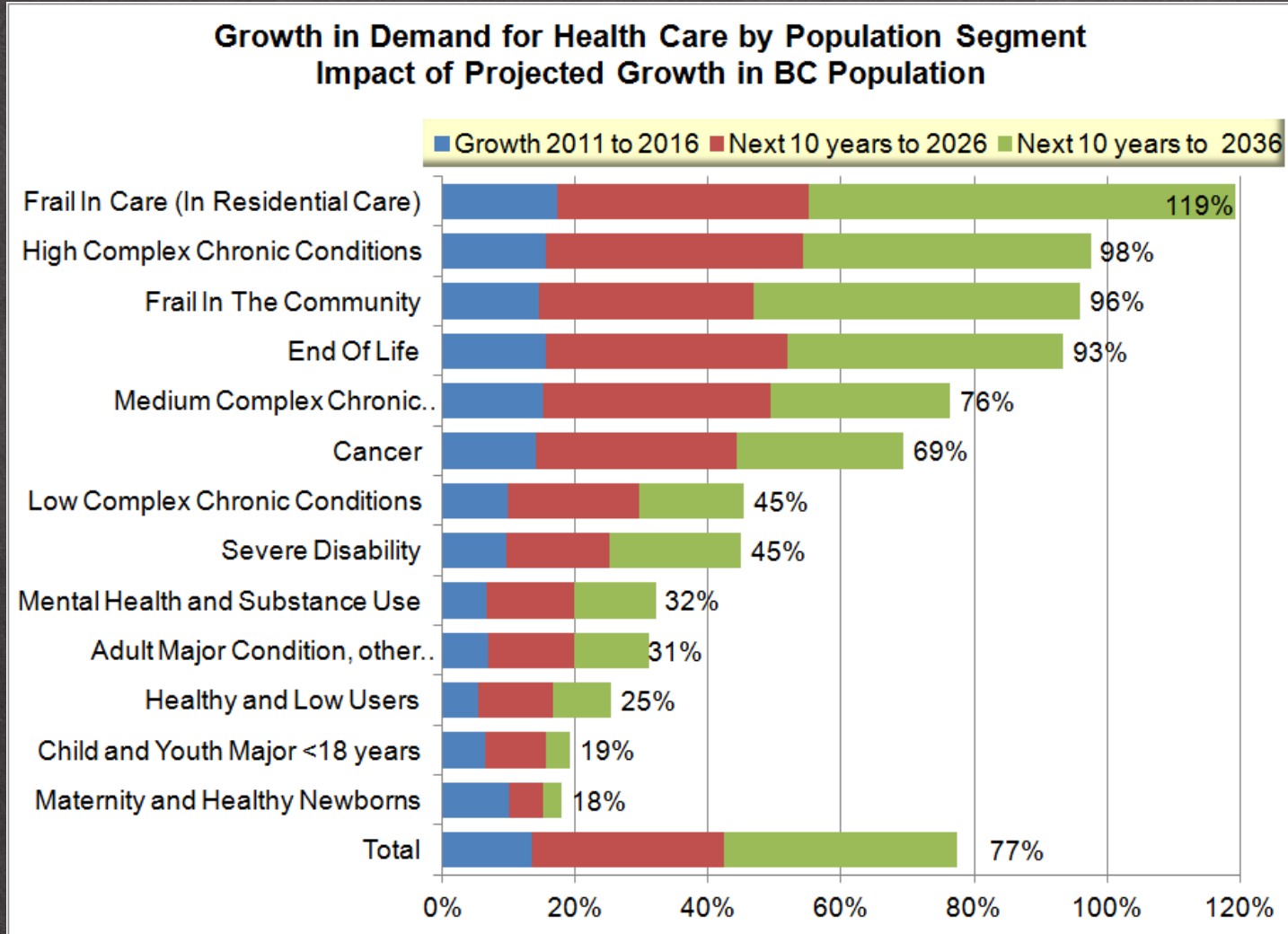
3

The Challenge We Face

Note: 2011/12 CRF Total adjusted for Reimbursement of HST Transition Funding ; 44.5% if not adjusted

Health Care Sustainability/Affordability

BC public health expenditure was estimated at 8.4% of GDP in 2010. It has grown an average of 0.09 percentage points (as a % of GDP) since 1981.

Holding at 8.4% of GDP

At 8.4%+0.05% points

At 8.4%+0.09% points

Health-related Inflation

General Price Inflation

Utilization

Pop Aging

Pop Growth

Base Expenditure

$ Billions

Source: HMB2011_122, HSP, Ministry of Health

Population Segments will grow at different rates

Growth in Demand for Health Care by Population Segment
Impact of Projected Growth in BC Population

Legend: ■ Growth 2011 to 2016 ■ Next 10 years to 2026 ■ Next 10 years to 2036

Population Segment	Total
Frail In Care (In Residential Care)	119%
High Complex Chronic Conditions	98%
Frail In The Community	96%
End Of Life	93%
Medium Complex Chronic..	76%
Cancer	69%
Low Complex Chronic Conditions	45%
Severe Disability	45%
Mental Health and Substance Use	32%
Adult Major Condition, other..	31%
Healthy and Low Users	25%
Child and Youth Major <18 years	19%
Maternity and Healthy Newborns	18%
Total	77%

Understanding the health of the BC Population

Health System Matrix "The Blue Matrix"

❷ Look at the Specific Health Care Services Used

❸ Measure the Services used in a Year

Shade of Blue indicates intensity of service

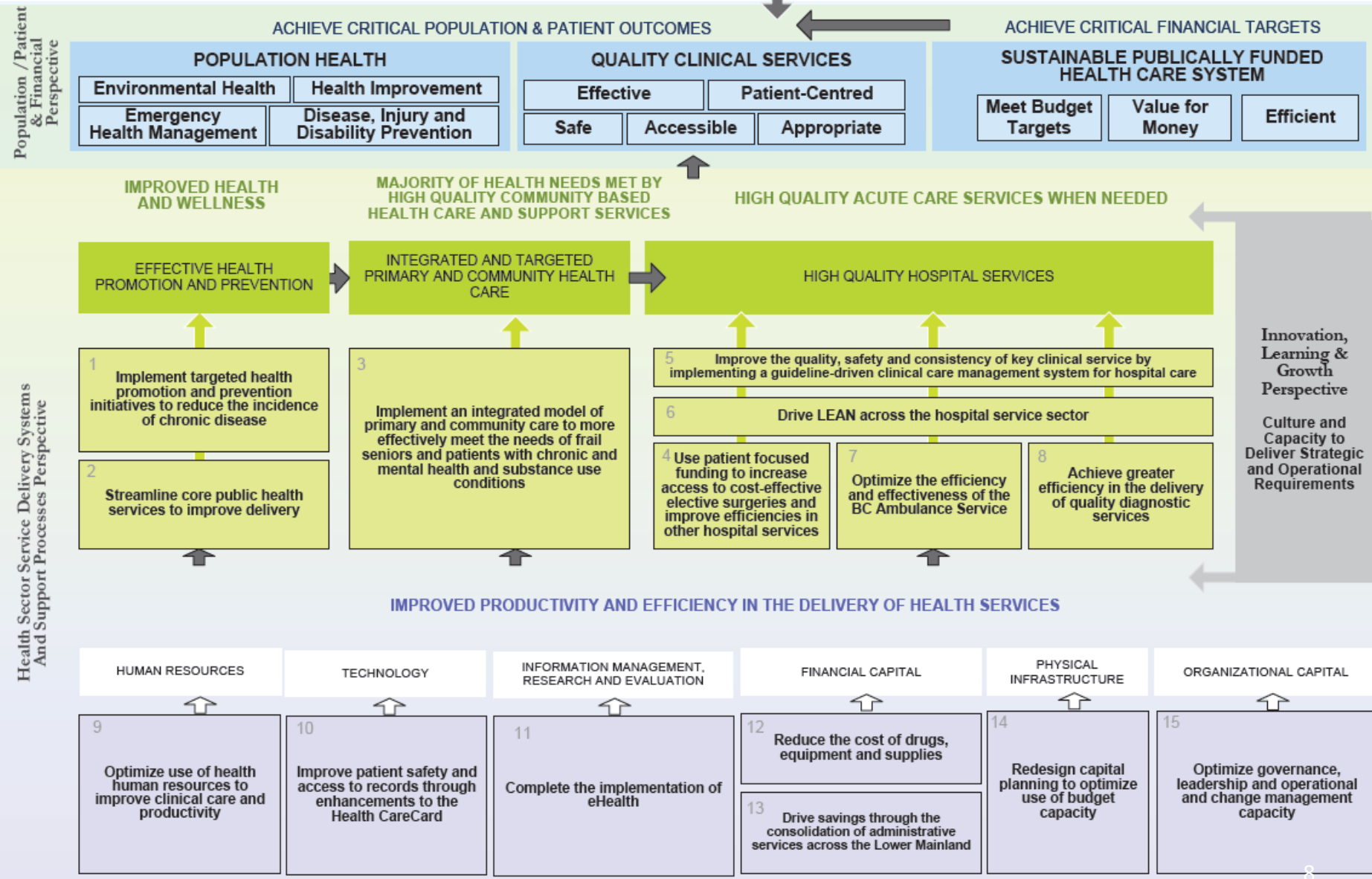❶ Divide the Population into Different Segments reflecting their Health Status

Innovation and Change Agenda
Detailed 2010-2013 Health System Strategy Map

DELIVER EFFICIENT, HIGH QUALITY HEALTH CARE SERVICES THAT MEET THE NEEDS OF PATIENTS AND IMPROVE THE HEALTH OF THE POPULATION WHILE MANAGING THE GROWTH IN COST DOWN TO 4% PER YEAR

Legend

☐ Strategic Outcomes	TEXT: Service Plan Goals 1,2 and 3
☐ Systems & Processes	TEXT: Service Plan Goal 4
☐ Resource Capacity	**15**: Key Result Area #

Population / Patient & Financial Perspective

ACHIEVE CRITICAL POPULATION & PATIENT OUTCOMES

ACHIEVE CRITICAL FINANCIAL TARGETS

POPULATION HEALTH

Environmental Health	Health Improvement
Emergency Health Management	Disease, Injury and Disability Prevention

QUALITY CLINICAL SERVICES

Effective		Patient-Centred
Safe	Accessible	Appropriate

SUSTAINABLE PUBLICALLY FUNDED HEALTH CARE SYSTEM

Meet Budget Targets	Value for Money	Efficient

Health Sector Service Delivery Systems And Support Processes Perspective

IMPROVED HEALTH AND WELLNESS

MAJORITY OF HEALTH NEEDS MET BY HIGH QUALITY COMMUNITY BASED HEALTH CARE AND SUPPORT SERVICES

HIGH QUALITY ACUTE CARE SERVICES WHEN NEEDED

EFFECTIVE HEALTH PROMOTION AND PREVENTION	→	INTEGRATED AND TARGETED PRIMARY AND COMMUNITY HEALTH CARE	→	HIGH QUALITY HOSPITAL SERVICES

1 Implement targeted health promotion and prevention initiatives to reduce the incidence of chronic disease

2 Streamline core public health services to improve delivery

3 Implement an integrated model of primary and community care to more effectively meet the needs of frail seniors and patients with chronic and mental health and substance use conditions

5 Improve the quality, safety and consistency of key clinical service by implementing a guideline-driven clinical care management system for hospital care

6 Drive LEAN across the hospital service sector

4 Use patient focused funding to increase access to cost-effective elective surgeries and improve efficiencies in other hospital services

7 Optimize the efficiency and effectiveness of the BC Ambulance Service

8 Achieve greater efficiency in the delivery of quality diagnostic services

Innovation, Learning & Growth Perspective

Culture and Capacity to Deliver Strategic and Operational Requirements

IMPROVED PRODUCTIVITY AND EFFICIENCY IN THE DELIVERY OF HEALTH SERVICES

HUMAN RESOURCES	TECHNOLOGY	INFORMATION MANAGEMENT, RESEARCH AND EVALUATION	FINANCIAL CAPITAL	PHYSICAL INFRASTRUCTURE	ORGANIZATIONAL CAPITAL

9 Optimize use of health human resources to improve clinical care and productivity

10 Improve patient safety and access to records through enhancements to the Health CareCard

11 Complete the implementation of eHealth

12 Reduce the cost of drugs, equipment and supplies

13 Drive savings through the consolidation of administrative services across the Lower Mainland

14 Redesign capital planning to optimize use of budget capacity

15 Optimize governance, leadership and operational and change management capacity

8

IMPROVE POPULATION HEALTH, ENHANCE PATIENT & PROVIDER EXPERIENCE OF CARE & REDUCE COSTS OF PROVIDING HEALTH CARE

POPULATION HEALTH
- Disease, injury & disability prevention.
- Environmental health.
- Emergency health management.
- Health improvement.

QUALITY CLINICAL SERVICES
- Effective
- Accessible
- Patient-centred
- Appropriate
- Safe

SUSTAINABLE PUBLICLY FUNDED HEALTH CARE SYSTEM
- Meet budget targets
- Efficient
- Value for money

EFFECTIVE HEALTH PROMOTION & PREVENTION
1 Improve population health through core public health programs and implement targeted health promotion and prevention initiatives to reduce the incidence of chronic disease.

INTEGRATED & TARGETED PRIMARY & COMMUNITY HEALTH CARE
3 Implement an integrated model of primary and community care to more effectively meet the needs of British Columbians, especially frail seniors and patients with chronic and mental health and substance use conditions.

HIGH QUALITY HOSPITAL SERVICES
5 Implement a guideline-driven clinical care management system to improve the quality, safety and consistency of key clinical services and improve patient experience of care.

SERVICE TRANSFORMATION

IMPROVED INNOVATION, PRODUCTIVITY & EFFICIENCY IN THE DELIVERY OF HEALTH SERVICES

DRIVING INNOVATION & EFFICIENCIES
4 Use patient focused funding to increase access and cost-effectiveness.

6 Drive LEAN across health service sector to redesign and improve services and functions.

7 Optimize the efficiency and effectiveness of emergency health services.

8 Achieve greater efficiency in the delivery of quality diagnostic services.

12 Reduce the cost of drugs, equipment and supplies.

13 Achieve savings through consolidating lower mainland administrative services.

PHYSICIANS & HEALTH HUMAN RESOURCES
9 Optimize use of health human resources to improve clinical care and productivity.

16 Strengthen assessment and support for performance of medical professionals.

IM/IT
10 Improve patient safety and access to records through enhancements to the health carecard.

11 Complete the implementation of ehealth.

SYSTEM ACCOUNTABILITY
15 Optimize governance, leadership and operational and change management capacity.

SERVICE TRANSFORMATION ENABLERS

BRITISH COLUMBIA

IMPROVE POPULATION HEALTH, ENHANCE PATIENT & PROVIDER EXPERIENCE OF CARE & REDUCE COSTS OF PROVIDING HEALTH CARE

POPULATION HEALTH

- Disease, injury & disability prevention.
- Environmental health.

QUALITY CLINICAL SERVICES

- Effective
- Accessible
- Patient-centred
- Appropriate
- Safe

SUSTAINABLE PUBLICLY FUNDED HEALTH CARE SYSTEM

- Meet budget targets
- Efficient
- Value for money

EFFECTIVE HEALTH PROMOTION & PREVENTION

1 Improve population health through core public health programs and implement targeted health promotion and prevention initiatives to reduce the incidence of chronic disease.

...ETED PRIMARY ...LTH CARE

...model of primary ...ore effectively meet ...mbians, especially ...with chronic and ...nce use conditions.

HIGH QUALITY HOSPITAL SERVICES

5 Implement a guideline-driven clinical care management system to improve the quality, safety and consistency of key clinical services and improve patient experience of care.

SERVICE TRANSFORMATION

...TION, PRODUCTIVITY & EFFICIENCY ...OF HEALTH SERVICES

DRIVING INNOVATION & EFFICIENCIES

4 Use patient focused funding to increase access and cost-effectiveness.

6 Drive LEAN across health service sector to redesign and improve services and functions.

7 Optimize the efficiency and effectiveness of emergency health services.

8 Achieve greater efficiency in the delivery of quality diagnostic services.

12 Reduce the cost of drugs, equipment and supplies.

13 Achieve savings through consolidating lower mainland administrative services.

PHYSICIANS & HEALTH HUMAN RESOURCES

9 Optimize use of health human resources to improve clinical care and productivity.

16 Strengthen assessment and support for performance of medical professionals.

IM/IT

10 Improve patient safety and access to records through enhancements to the health carecard.

11 Complete the implementation of ehealth.

SYSTEM ACCOUNTABILITY

15 Optimize governance, leadership and operational and change management capacity.

SERVICE TRANSFORMATION ENABLERS

BRITISH COLUMBIA

Improve Population Health, Enhance Patient & Provider Experience Of Care & Reduce Costs Of Providing Health Care

Population Health
- Disease, injury & disability prevention.
- Environmental health.
- Emergency health manager
- Health improvement.

Quality Clinical Services
- Effective - Accessible - Patient-centred

Sustainable Publicly Funded Health Care System
- Efficient - Value for money

Effective Health Promotion & Preventi

1. Improve population health thro core public health programs an implement targeted health pro and prevention initiatives to re the incidence of chronic disease

Integrated & Targeted Primary & Community Health Care

3. Implement an integrated model of primary and community care to more effectively meet the needs of British Columbians, especially frail seniors and patients with chronic and mental health and substance use conditions.

en clinical
o improve the
ncy of key
e patient

Service Transformation

Driving Innovation & Efficiencies

4. Use patient focused funding to increase access and cost-effectiveness.
6. Drive LEAN across health service sector to redesign and improve services and functions.
7. Optimize the efficiency and effectiveness of emergency health services.
8. Achieve greater efficiency in the delivery of quality diagnostic services.
12. Reduce the cost of drugs, equipment and supplies.
13. Achieve savings through consolidating lower mainland administrative services.

Physicians & Health Human Resources

9. Optimize use of health human resources to improve clinical care and productivity.
16. Strengthen assessment and support for performance of medical professionals.

Im/it

10. Improve patient safety and access to records through enhancements to the health carecard.
11. Complete the implementation of ehealth.

System Accountability

15. Optimize governance, leadership and operational and change management capacity.

Service Transformation Enablers

IMPROVE POPULATION HEALTH, ENHANCE PATIENT & PROVIDER EXPERIENCE OF CARE & REDUCE COSTS OF PROVIDING HEALTH CARE

POPULATION HEALTH

- Disease, injury & disability prevention.
- Environmental health.
- Emergency health management.
- Health improvement.

QUALITY CLINICAL SERVICES

- Effective
- Accessible
- Patient-centred
- Appropriate
- Safe

SUSTAINABLE PUBLICLY FUNDED HEALTH CARE SYSTEM

- Meet budget targets
- Efficient
- Value for money

EFFECTIVE HEALTH PROMOTION & PREVENTION

1 Improve population health through core public health programs and implement targeted health promotion and prevention initiatives to reduce the incidence of chronic disease.

INTEGRATED & TAR[GETED] & COMMUNITY HEA[LTH]

3 Implement an integrated and community care to [meet] the needs of British Colu[mbia] frail seniors and patients [with] mental health and subst[ance]

IMPROVED INNOVA[TION] IN THE DELIVERY [OF]

HIGH QUALITY HOSPITAL SERVICES

5 Implement a guideline-driven clinical care management system to improve the quality, safety and consistency of key clinical services and improve patient experience of care.

SERVICE TRANSFORMATION

DRIVING INNOVATION & EFFICIENCIES

4 Use patient focused funding to increase access and cost-effectiveness.

6 Drive LEAN across health service sector to redesign and improve services and functions.

7 Optimize the efficiency and effectiveness of emergency health services.

8 Achieve greater efficiency in the delivery of quality diagnostic services.

12 Reduce the cost of drugs, equipment and supplies.

13 Achieve savings through consolidating lower mainland administrative services.

PHYSICIANS & HEALTH HUMAN RESOURCES

9 Optimize use of health human resources to improve clinical care and productivity.

16 Strengthen assessment and support for performance of medical professionals.

IM/IT

10 Improve patient safety and access to records through enhancements to the health carecard.

11 Complete the implementation of ehealth.

SYSTEM ACCOUNTABILITY

15 Optimize governance, leadership and operational and change management capacity.

SERVICE TRANSFORMATION ENABLERS

BRITISH COLUMBIA

MoH Priorities to March 31, 2013

3. On Track/Supporting Impact to Strategic Agenda
   - 3.1. Health Research Strategy
   - 3.2. Lean (corporate) – 2 Lean projects complete
   - 3.3. Budget
   - 3.4. Capital
   - 3.5. Maximus Contract Extension
   - 3.6. DataBC
   - 3.7. ThinkHealth BC and Social Marketing
   - 3.8. Oil and Gas Human Health Risk Assessment
   - 3.9. Meat Inspection Regulation
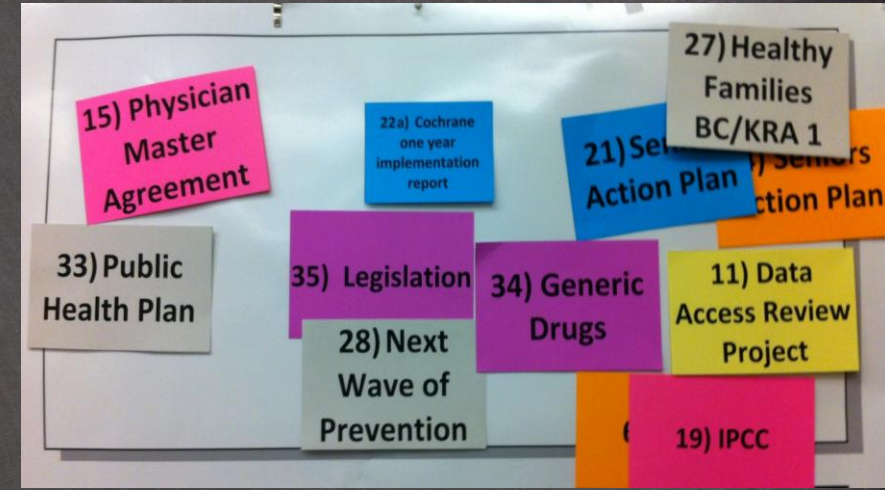
2. On Track/Direct Impact to Strategic Agenda
   - 2.1. Seniors Action Plan
   - 2.2. Physician Quality Assurance
   - 2.3. Integrated Primary and Community Care
   - 2.4. Physician Master Agreement (PMA)
   - 2.5. Healthy Families BC/KRA 1
   - 2.6. Next Wave of Prevention
   - 2.7. Public Health Plan
   - 2.8. Pharmaceutical Services - Generic Drugs
   - 2.9. Pharmaceutical Services – Legislation
   - 2.10. Data Access Review Project

4. Impediments Identified/Supporting Impact to Strategic Agenda
   - 4.1. Lean
   - 4.2. Audit
   - 4.3. Tripartite First Nations Health Governance and Health Plan
   - 4.4. Cross Government Commitments

1. Impediments Identified/Direct Impact to Strategic Agenda
   - 1.1. Health Technology Assessment
   - 1.2. CareCard
   - 1.3. eHealth
   - 1.4. Home Health Monitoring
   - 1.5. Health Sector IT Strategy
   - 1.6. Lab Services
   - 1.7. Bargaining
   - 1.8. Health System Performance Monitoring Framework
   - 1.9. Emergency Health Services
   - 1.10. Mental Health 10 Year Plan
   - 1.11. Quality and Safety Agenda
   - 1.12. HHR
   - 1.13. Physician Issues/HR Issues
   - 1.14. Lower Mainland Consolidation

14

OTHER MINISTRY PRIORITIES

- Tripartite First Nations Health Plan – *provincial and regional accords; First Nations-driven*

- Care Card - *improve patient safety and access to records*

- eHealth – *faster, safer, better healthcare*

- Home Health Monitoring – *deployment of remote patient monitoring to people's homes*

- Health Sector IM/IT Strategy *- eHealth 2.0 and Health Authority IT Plans*

- Lab Services – *renewed lab services system*

THINKHEALTHBC

*Sharing the
BC Ministry of Health
strategy*
with the public

Engaging British
Columbians online in
a new way of thinking
about our
health care system

It's not the "what",
it's the "how"

Collaboration as a Key Element

• A key foundational element of BC's Health Sector Strategy is collaboration

• The transformational elements of the strategy are enabled by the collaborative relationships with key health sector partners.

Questions