Changing Cultures, Transforming Practice: Research to System Transformation

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Three Stories

• U.S. National Cancer Institute Initiative on the Study and Implementation of Systems
• Saskatchewan Large System Transformation Initiatives
• Simple Rules for integrated Public Health and Primary Health Care
Why Health Systems Thinking ~
Burning Platform or Perfect Storm?

- Increasing complexity and fragmentation
- Costs rising at unsustainable rate
- Increased chronic disease and aging population
- Greater focus on “causes of causes” ~ social determinants of health
- System not working ~ especially issues around access and repeated calls for primary health care reform
Why Health Systems Thinking ~ 2

- Priority on evidence, quality, and accountability ~ but knowledge to action strategies not working
- Increased call for equity
- Recognition government can’t do it alone ~ need for multi-level, multi-sectoral strategy
- Better systems thinking tools

Complex problems require complex solutions
Story 1 ~ Initiative on the Study and Implementation of Systems

- Transdisciplinary initiative to study systems approaches in tobacco control
- A proof of concept for applying systems thinking methods to public health
  - Concept mapping
  - Social network analysis
  - System dynamics modeling
  - Knowledge integration

## Complicated vs. Complex Systems

<table>
<thead>
<tr>
<th>Complicated</th>
<th>Complex</th>
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<tbody>
<tr>
<td>Command and control</td>
<td>Facilitation and empowerment</td>
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<tr>
<td>Make it happen</td>
<td>Let it happen</td>
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<tr>
<td>Well-defined roles</td>
<td>Agent-based participatory action</td>
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<td>Organized structures</td>
<td>Self-organizing patterns</td>
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<tr>
<td>Discrete evaluations</td>
<td>Continuous evaluation</td>
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<tr>
<td>Siloed action</td>
<td>Coalition alignment</td>
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Interorganizational Partnerships

• Clear common aims
• Trust
• Collaborative leadership
• Sensitivity to power issues
• Membership structure
• Action learning

Partnership Development

- **Framing the Strategy** ~ concept mapping, key informant interviews, consensus workshop

- **Taking Stock of Assets** ~ network analysis, environmental and resource scan

- **Measuring Investments and Returns** ~ Problem Based Marginal Analysis, business case development

- **Monitoring Progress** ~ process and outcome evaluation, learning network, feedback, comparative case studies
“One specific component of a strong tobacco control program is…”
Social Network Analysis ~
Eye care in Ghana

Blanchet K, James P. *Health Policy and Planning*. 2012;heapol.czs031
Tobacco Cessation Help Line ~ Dynamic Map
Story 2 ~ Saskatchewan “Large System Transformation”

• CIHR pilot in expedited knowledge synthesis
• Provincial Ministry taking on transformative change
  – Surgical wait lists
  – Patient and family centred care
• Key principles for culture change
  – Interorganizational collaboration
  – Multilevel innovation strategy
  – Full value stream
  – Systems integration
  – Evaluation
• Role of government prime interest
Large System Transformation ~ Simple Rules

- Blend designated leadership with distributed leadership
- Establish feedback loops
- Attend to history
- Engage physicians
- Include patients and families

Story 3 ~ Simple Rules for PH/PHC

1. PHC serve geographically defined area
2. Comprehensive services ~ health promotion, protection, prevention and clinical care
3. Integrated interprofessional teams through facilitated networks
4. Align financial incentives with blended payment model
5. Electronic data systems ~ HER and pop health, continuous improvement feedback loops
6. Shared governance structure ~ voice and accountability

2014?

Indicators

→ Feedback and Accountability

→ 6% for investment in change
Old London Bridge, circa 1600s