

Welcome to Fireside Chat # 368

**February 20, 2014 1:00 – 2:00 PM Eastern Time
(Teleconference open for participants at 12:50 ET)**

CHHRN

Of Walls, Moats, and Ceilings: Reconceiving Health Human Resources in the Era of Quality Improvement

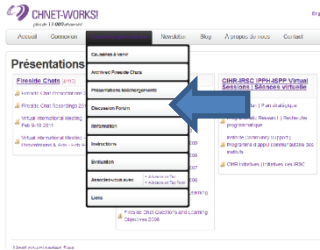
Advisor on Tap:

Steven Lewis

Health policy and research consultant

Adjunct Professor of Health Policy at Simon Fraser University

Housekeeping : how a fireside chat works...



Step #1 : Backup PowerPoint Presentation

▪ www.chnet-works.ca

Step #2 : Teleconference

All Audio by telephone

- If your line is 'bad' – hang up and call back in
- Participant lines muted
- Recording announcement



Step #3: The Internet Conference (via 'Bridgit' software)

From our computer to yours

No audio via internet

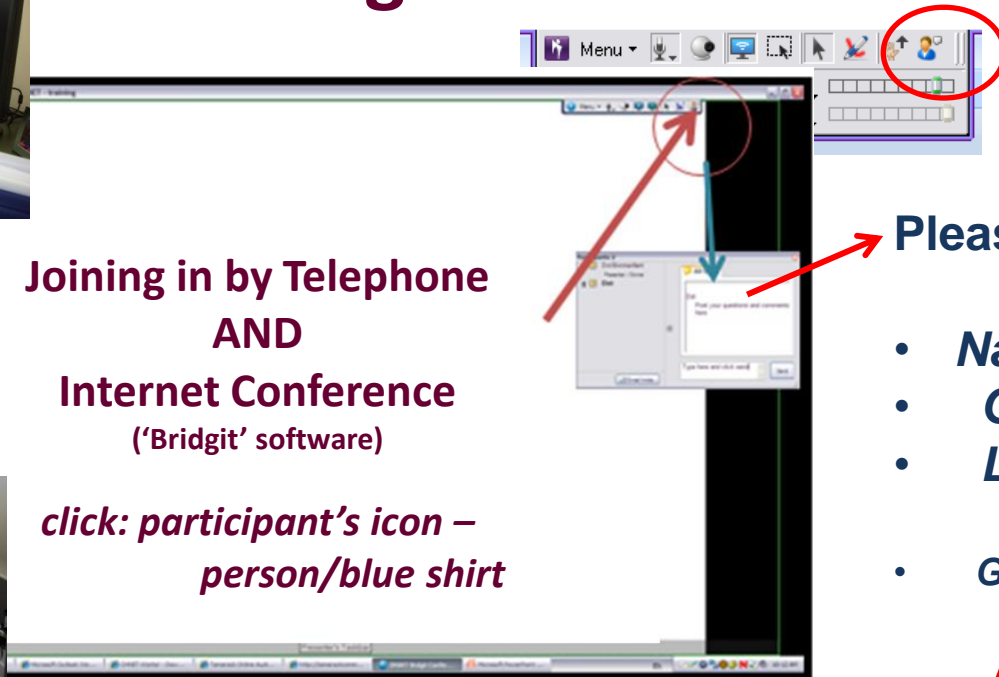


A transmission delay of 2-4 seconds is normal

Difficulties? Firewalls - slow reception, disconnection :

Use the Backup PowerPoint Presentation (Instruction Step #1)

How to post comments/questions during the Fireside Chat



Joining in by Telephone
AND
Internet Conference
(‘Bridgit’ software)

*click: participant’s icon –
person/blue shirt*

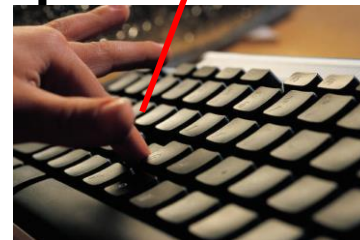
Please introduce yourself!

- **Name**
- **Organization**
- **Location**
- **Group in Attendance?**



Joining by Telephone only?

By email:
Respond to the ‘access instructions
email
animateur@chnet-works.ca



Advisor on Tap

Steven Lewis

Simon Fraser University



- Steven is a health policy and research consultant based in Saskatoon, and Adjunct Professor of Health Policy at Simon Fraser University
- Prior to resuming a full-time consulting practice he headed a health research granting agency and spent 7 years as CEO of the Health Services Utilization and Research Commission in Saskatchewan.
- He has served on various boards and committees, including the Governing Council of the Canadian Institutes of Health Research, the Saskatchewan Health Quality Council, the Health Council of Canada, and the editorial boards of several journals, including Open Medicine.
- Steven writes frequently on improving quality, equity, and performance in health care, and is the moderator of the M.A.S.H. blog – Meaningful Analogies in Sports and Health.

Steven Lewis

Access Consulting Ltd.

208 – 416 – 21st St. E.

Saskatoon SK S7K 0C2

(306) 343-1007

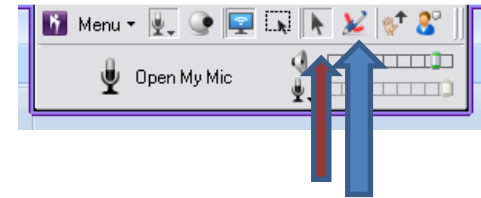
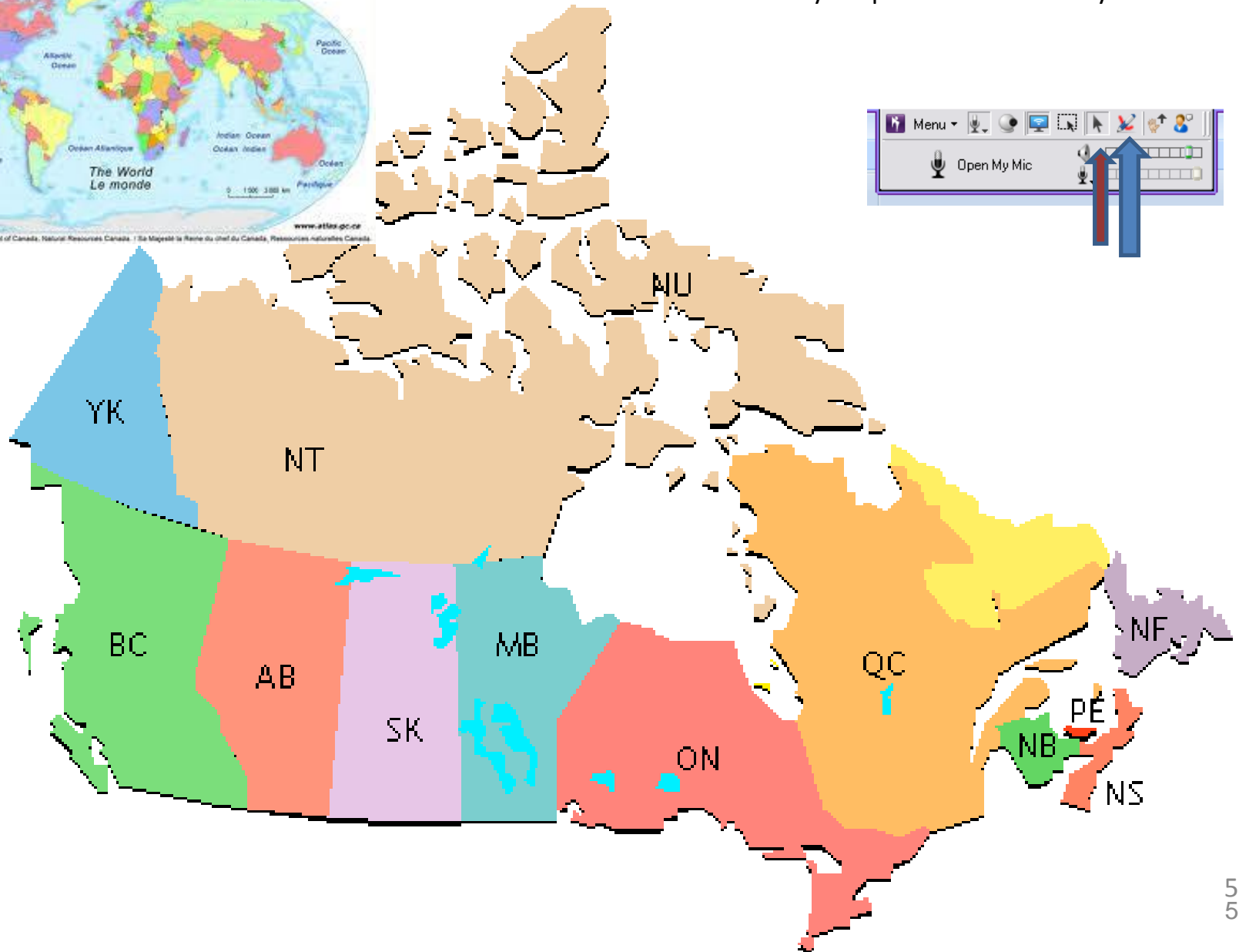
Steven.Lewis@sasktel.net

Where Do You Live?

√ on your province or territory



© 2007 Her Majesty the Queen in Right of Canada, Natural Resources Canada / Sa Majesté la Reine du chef du Canada, Ressources naturelles Canada



What's Your Main Sector?

✓ here or respond by email)



Health Care Management

**Health Sciences
Education**

Government

**Health Professional
Organization**

Direct Care Delivery

Other?

Do you agree with the following statement:
**« By and large, health care providers are working to
their maximum scope of practice**
(✓ here or respond by email)



• Yes

• No

• Not sure

What Produces Quality Care?

Historical Version

- Advanced education and training
- Rigorous apprenticeship to “test your mettle”
- Rigid professional boundaries
- Going the extra mile for patients
- Lots of money and great technology

What We Put in Place to Assure Quality

- Professional self-regulation
- Standardize licensure procedures and exams
- Raise entry-to-practice credentials (ETPC)
- Regulators dealt with complaints, imposed discipline, weeded out “bad apples”
- Accreditation of institutions and later other programs
- Medical rounds, case reviews

But Then Came the Evidence

- Health care is not very safe (Baker Norton et al.)
- Health care is not very evidence-based
- Health care is fraught with variation in how things are done and how much is done
- Many providers feel underused and undervalued
- Smart workforce, not so smart system

Poll question - Hands up

Hands up if you agree
with this statement:

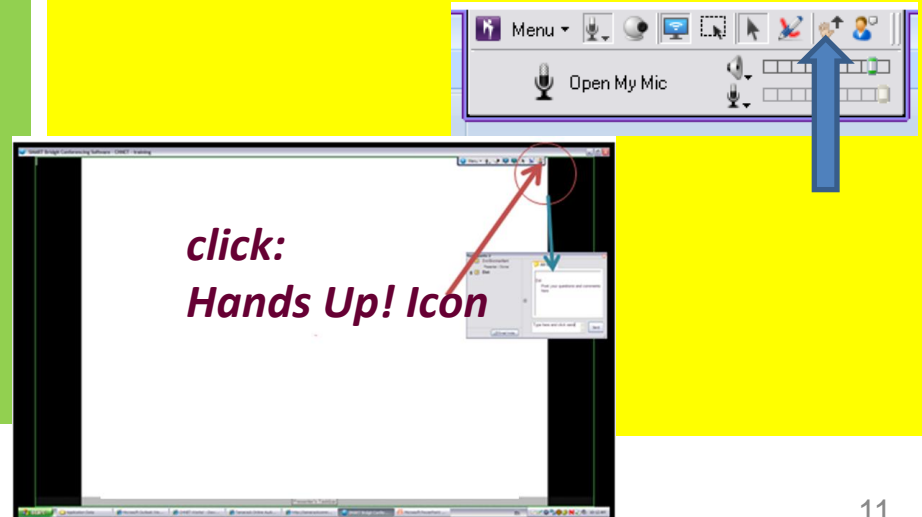
*“The move to higher
entry-to-practice
credentials (e.g.,
nursing, OT, PT) has
improved the quality of
health care ”*

RSVP

Via Email: Respond to the ‘access
instructions email
animateur@chnet-works.ca

OR

Via Bridgit Internet Conference:



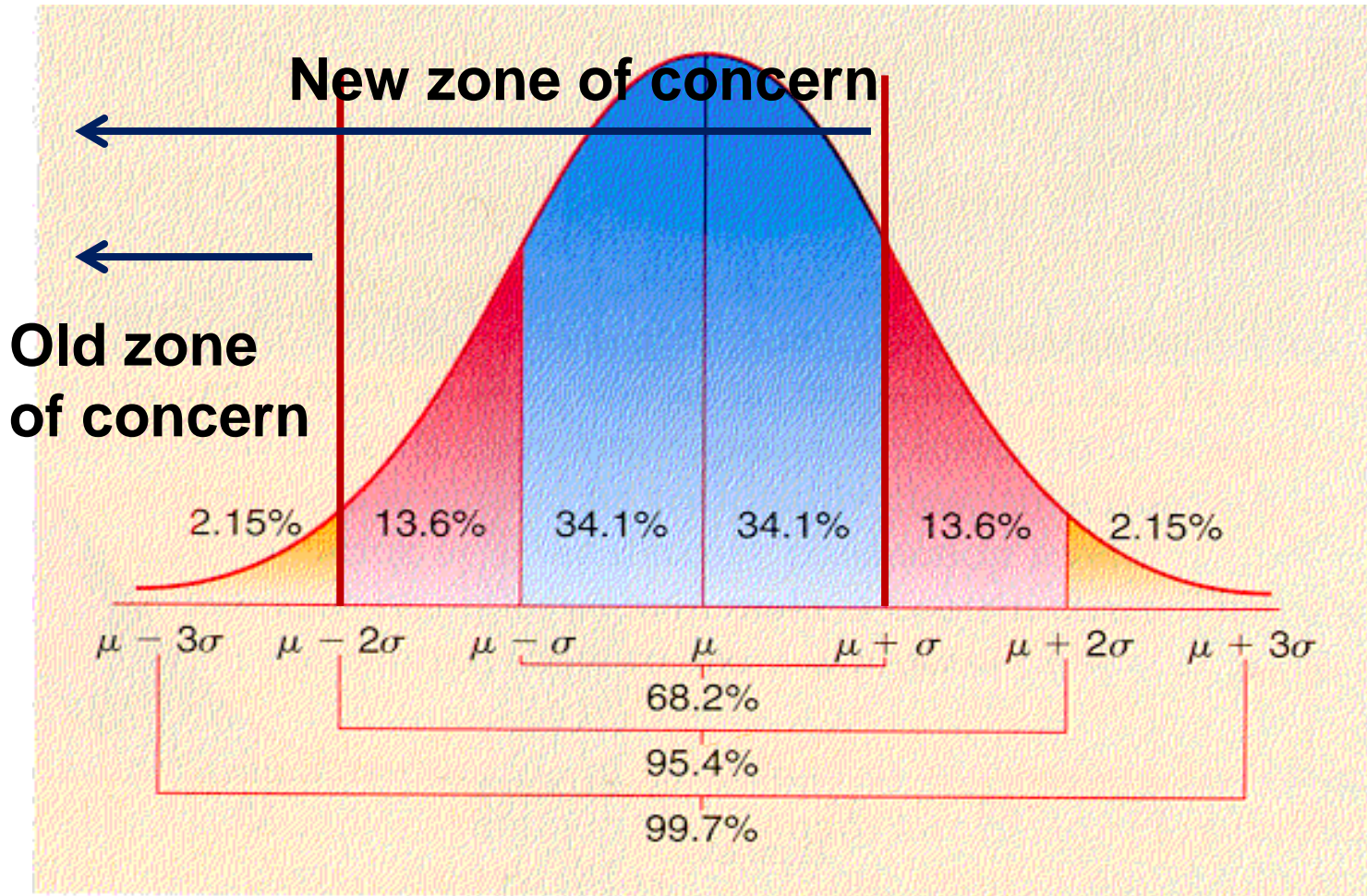
The Keys to Quality Health Care: Contemporary Version

- Well-trained, motivated providers
- Effective, interdependent, respectful teams
- Real-time, relevant health information
- A culture of inquiry and analysis
- Support for continuous quality improvement
- Incentives aligned with goals

Things You Won't Find in the Literature on High-Performing Systems

- Reliance on regulation to improve quality
- Rigid, hierarchical approach to work
- A focus on credentials
- Deference to tradition
- Reliance on “professional judgment” and “autonomous practice”

How You See the Problem Influences How You Propose to Solve It



Challenges to Traditional Scope of Practice in Health

- Nurse-led anaesthesia, endoscopy, primary care
- LPN-led long term residential care
- Computer-assisted diagnostics
- Technicians with a few months' training doing high quality cataract procedures
- Personal support workers multi-tasking in community care with good results

Challenges to Credentialism

- Self-taught people successfully passing professional entry-to-practice exams (e.g., California bar exam)
- On-line courses competing with traditional forms of classroom learning (MOOCs etc.)
- Different teacher certification requirements, similar student outcomes internationally
- Fierce debate over standardized tests (US et al.) vs. empowered autonomy (Finland et al.)

The Evolving Competency Landscape

CURRENT	FUTURE
Hierarchical	Egalitarian
Credential-based	Competency-based
Rule-based scope	Self-organizing teams
Sporadic negotiated scope change	Continuous and fluid scope change
Driven by professions	Driven by needs and employers

Implications of Patient-Centred Care

CURRENT	FUTURE
Hierarchical	Patients as partners
Providers define needs	Patients define needs
Interrupt, talk, decide	Listen, respond, co-create care plan
Prescribe	Coach
React, serve and repeat	Effective self-management

Content Challenges in Education

MORE EMPHASIS	LESS EMPHASIS
Teamwork	Individual Excellence
Chronic Diseases	Exotic Diseases
Emotional Intelligence	IQ
Holistic Care	Disease Fragments & Body Parts
Aging and Frailty	Medical Miracles

Poll question - Hands up

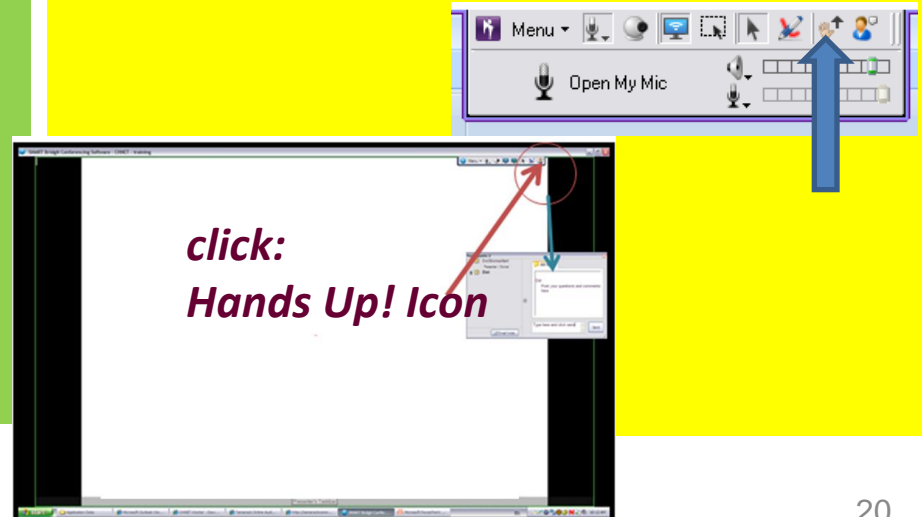
Hands up if you agree
with this statement:
*“The division of labour in
the health care system is
inefficient”*

RSVP

Via Email: Respond to the ‘access
instructions email
animateur@chnet-works.ca

OR

Via Bridgit Internet Conference:



Possible Future Directions

- Certification of workplaces, not individuals
- Increased horizontal and vertical scope of practice mobility
- More individualized approaches to lifelong learning and career development
- Greater latitude for high-performing organizations to organize their own work
- More evidence-based regulation

Question for participants:

What are the greatest barriers to using everyone's skills and knowledge to best effect in everyday practice?

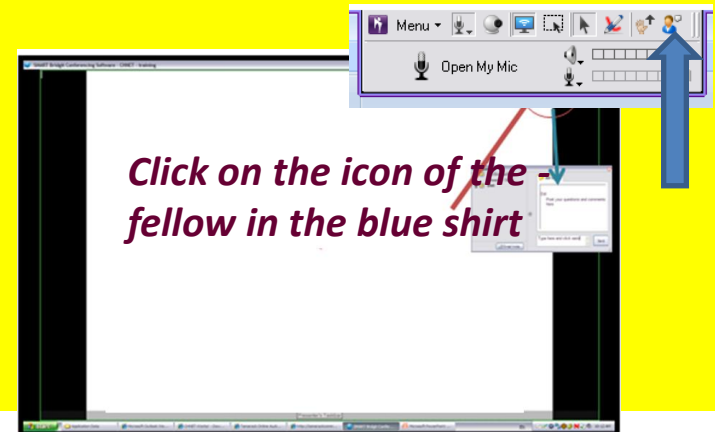
RSVP

Respond by email using the instructions here:

animateur@chnet-works.ca

Or... by 'Text Chat' ..

Bridgit – internet conference



*How has this Fireside Chat influenced your thinking?
✓ the options that you agree with...X those you don't agree with*

1. It didn't change my mind.
2. I will think about my/my organization's approach to quality improvement
3. I am more in favour of raising entry-to-practice credentials
4. I am more confident that human resources will be used more effectively in the future
5. I'm convinced we need to focus more on teams and less on individuals

***Has this Fireside Chat inspired you to take any of the following actions?
✓ the options that you might pursue... X those that you wouldn't pursue...***

1. I will learn more about quality improvement.
2. I will discuss these issues with my colleagues.
3. I will try to make some changes in my workplace.
4. I will try to influence policy at some level (government, regulatory, accreditation).
5. I will ingest mood-modifying substances to help me forget about this presentation.