Doing the Dance of Systems Change

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Overview

- Who are we?

- How are complex systems different?

- Are there simple rules for strengthening community systems?

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Partnering

Knowledge Exchange

Improved Integration & Outcomes

Systems Thinking

Transdisciplinarity

UBC

Vancouver CoastalHealth Research Institute
Healthier lives through discovery

Old London Bridge, circa 1600s

What is Systems Thinking?

"a discipline for seeing wholes, … a framework for seeing interrelationships rather than things, for seeing patterns of change rather than static snapshots" (Senge, 1990)

- Sees systems as **organic, dynamic, non-linear**

- The whole is greater than the sum, **reductionist thinking and command and control practice won't work**

- Demands **continuous learning and adaptation**

How does this fit with the way we think about equity and systems improvement?

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Complicated vs. Complex Systems

Complicated	Complex
Command and control	Facilitation and empowerment
Make it happen	Let it happen
Well-defined roles	Agent-based participatory action
Organized structures	Self-organizing patterns
Discrete evaluations	Continuous evaluation
Siloed action	Coalition alignment

Best & Holmes, *Evidence and Policy*, May 2010; Snowden DJ & Boone ME, *Harvard Business Review* 2001;79:69-76; Trochim W et al, *How do we organize: Purposeful adaptive systems*. NIH Monograph, 2007 . http://cancercontrol.cancer.gov/tcrb/monographs/18/index.html

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CORNERSTONES AND KEY FACTORS IN HEALTH SYSTEM TRANSFORMATION
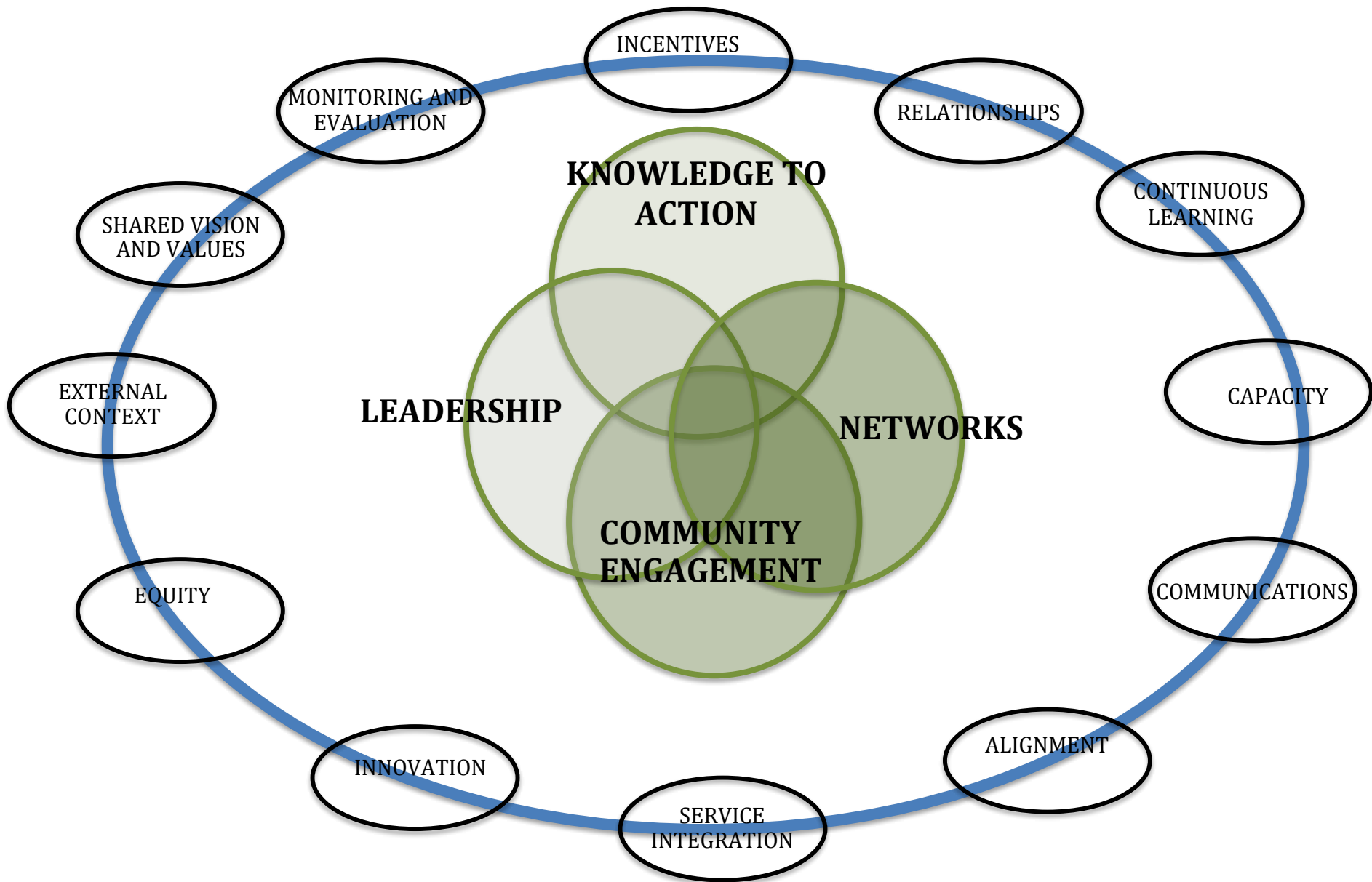
Canadian Partnership Against Cancer

Coalition Linking Action and Science for Prevention (CLASP)

- Goal to integrate cancer prevention
  - With other chronic disease strategies
  - Linking science, practice and policy
  - Through cross-province/territorial partnerships
- Pre-meeting concept mapping
- Three 2-day national meetings: social/behavioural, clinical, and environmental
  - 500 participants overall
- CLASP funded coalitions and knowledge exchange meetings

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Develop a focus

"Specific actions we can take together in Canada that will increase the prevention of cancer and other major chronic diseases should include..."

Elicit Knowledge and Opinion

Develop a focus

Identify the participants

497

114

Generate Ideas
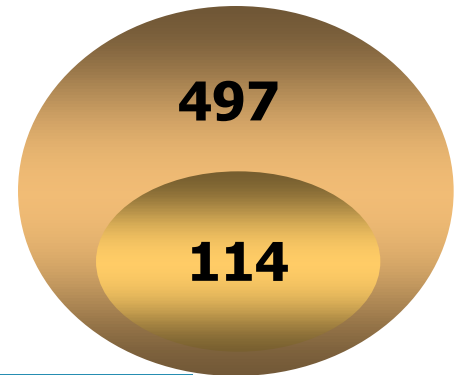
A few extracted statements:

9 - harmonizing primary, secondary and tertiary prevention program messages and policies across jurisdictions.

52 - mandate long term record keeping of workplace exposures using valid exposure assessment strategies.

64 - determining the distributions in Canada of occupational and environmental exposures known to cause cancer and other major chronic diseases.

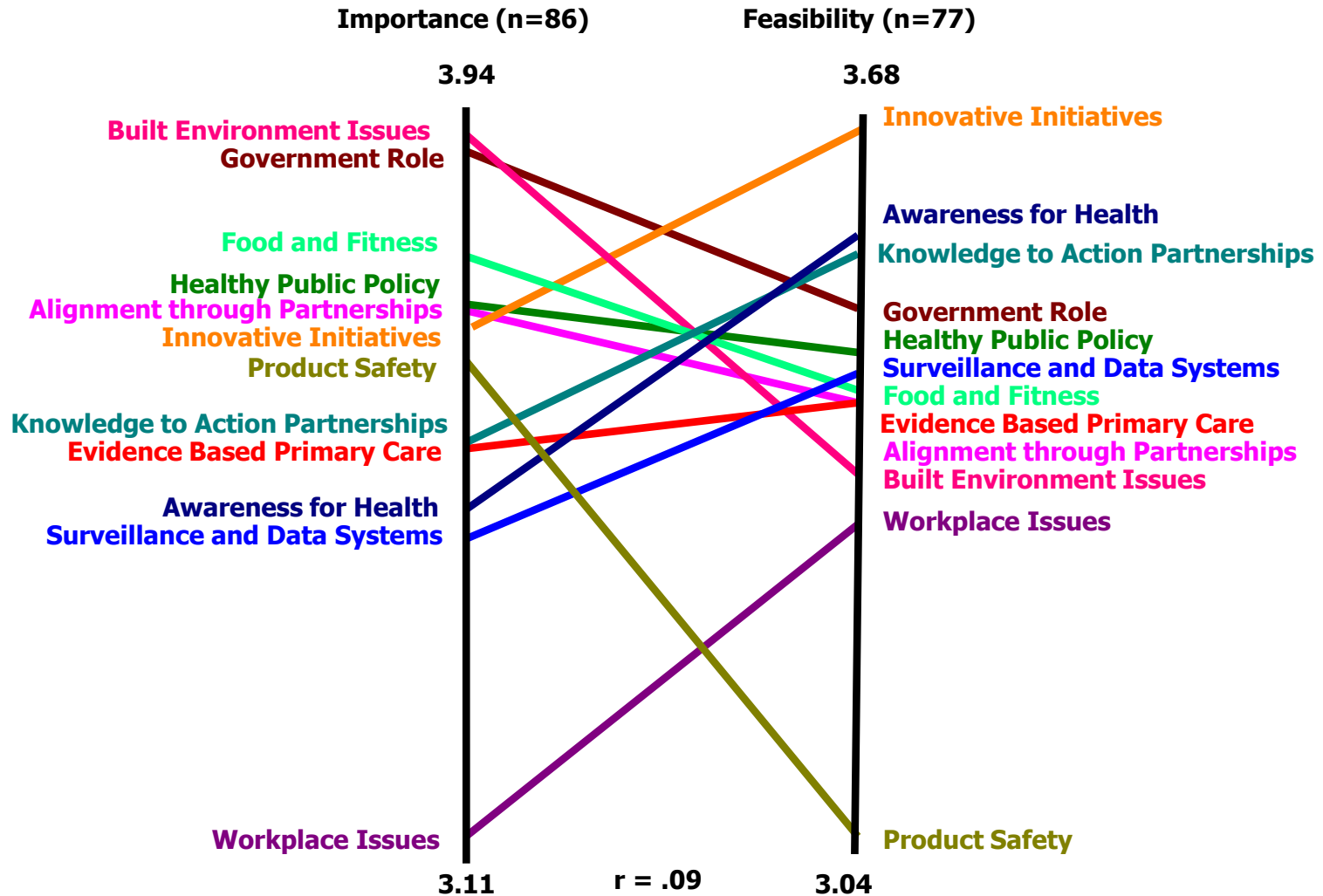83 - regulate advertising of food to children.

107 - support primary care practitioners with tools that summarize the prevention and screening interventions that they can use in practice.

BRAINSTORMING

A Macro View

C. Knowledge to Action Partnerships

E. Alignment through Partnerships

B. Evidence Based Primary Care

F. Government Role

D. Innovative Initiatives

A. Surveillance and Data Systems

G. Healthy Public Policy

L. Awareness for Health

K. Workplace Issues

H. Built Environment Issues

J. Product Safety

I. Food and Fitness

Importance by Feasibility – All Participants (Relative)

Importance (n=86)   Feasibility (n=77)

3.94   **3.68**

Built Environment Issues   **Innovative Initiatives**
Government Role

Food and Fitness   **Awareness for Health**
                                                Knowledge to Action Partnerships
Healthy Public Policy
Alignment through Partnerships   **Government Role**
Innovative Initiatives   **Healthy Public Policy**
Product Safety   **Surveillance and Data Systems**
                                                Food and Fitness
Knowledge to Action Partnerships   **Evidence Based Primary Care**
Evidence Based Primary Care   **Alignment through Partnerships**
                                                Built Environment Issues
Awareness for Health
Surveillance and Data Systems   **Workplace Issues**

Workplace Issues   **Product Safety**

3.11   **r = .09**   **3.04**

EXAMPLE 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
  - Systems integration
  - Evaluation
- Role of government prime interest

Best et al. Large system transformation in health care:
A realist review and evaluation of its usefulness in a policy
context. *Milbank Quarterly* 2012;90(3):421–456

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Integrating Research, Theory and Practice Knowledge

Steering Committee

Synthesis Team and Expert Panel

Consensus Network

Learning Forum

Saul et al. A time-responsive tool for informing policy making: Rapid Realist Review. *Implementation Science* 2013;8:103-117.
http://www.implementationscience.com/content/8/1/103

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Large System Transformation ~ Evidence Statements

- Top down-bottom up "transformative" leadership

- Feedback and reporting

- Historical context

- Engagement and power

- Person-centred

EXAMPLE 3
Advancing Health Equity

- Support ongoing work to develop provincial strategy
- Workplan
  - scoping review
  - interviews
  - framework
  - workshop

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Equity Framework

- Systems lens

- Focus on process AND outcome

- Common language and logic

- Pinpoint and align activities and opportunities

- Focus on relationships and align roles

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Equity Framework

GOAL: An Equitable Health System

Availability
Accessability
Acceptability

Framework for Promoting Health Equity in PHSA
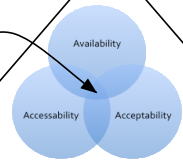
KEYS TO SUCCESS/ SUSTAINABILITY

Foster strong leadership
Cultivate champions
Develop networks and partnerships
Utilize continuous improvement processes (e.g. PDSA cycles)
Learn from and build on successful initiatives (e.g. ICC, Health Compass)

LEGEND
1-5 = RHI Report Recommendations
Current/ongoing activities
Proposed activities for 2013-2014

DRIVERS FOR CHANGE

Policies and Plans
Communication and Collaboration
Leadership
Professional/ Cultural Competency
Surveillance, Monitoring and Evaluation
Service Delivery

ACTIONS

Build equity into:
...strategic planning and policy development
...HR policies and recruitment practices
...resource prioritization framework

4. Develop KT mechanisms
Develop communications strategy(ies) [key messages]
Establish cross-organizational partnerships

Ensure appropriate funding/ investment
Link to appropriate quality mechanisms

5a Ensure all policies, programs, services are CC
5b Provide training and capacity building for CC

1 Develop HE targets
Embed equity within quality and performance management systems
Monitor and report on HE
Engage communities in monitoring and evaluation of efforts

3 Improve health literacy
2 Increase equitable access to preventative and curative services (community based and specialized PHC)
Engage communities in program and service delivery
Provide continuity of care
Build equity into patient education
Provide interpretation and communication supports
Mitigate access barriers

PHSA STRATEGIC OPPORTUNITIES

	Policies and Plans	Communication and Collaboration	Leadership	Professional/ Cultural Competency	Surveillance, Monitoring and Evaluation	Service Delivery
CORPORATE/ PHSA WIDE	PBMA template Link to PHSA strategic plan Employment equity policies	Communications toolkit (for different audiences) Showcase: examples of good work	Senior-level buy-in business case (cost-avoidance)	ICC Multicultural competency training	HE indicator framework ⇨ Suite of HE indicators & targets Practice performance Accreditation oversight	
AGENCY	Link to agency strategic plans	Learning modules for HE (train the trainer) Accreditation ROP re: communication	Agency champions Agency business case for HE Accreditation - Leadership standards 1,4,5,7	Agency requirement for CC training ICC	Agency indicators Accreditation results	Health literacy initiatives Accreditation ROPs - Identified Standards - Community needs assessment
PROGRAM/ SERVICE	PBMA		Program/service champions Accreditation - Leadership standards 1,4,5,7	ICC	Equity assessment tools Program/ service evaluations	Health literacy actions: Patient education, translated resources, and interpreter services Accreditation equity PDSA

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Keys to Success

- Fostering strong leadership

- Cultivating champions

- Developing networks and partnerships

- Learning from and building on successful initiatives

- Utilizing continuous improvement processes

Simple Rules

RESEARCH

- Top down-bottom up leadership

- Feedback and reporting

- Historical context

- Engagement and power

- Person-centred

PRACTICE

- Leadership

- Champions

- Networks and partnerships

- Learning and building success

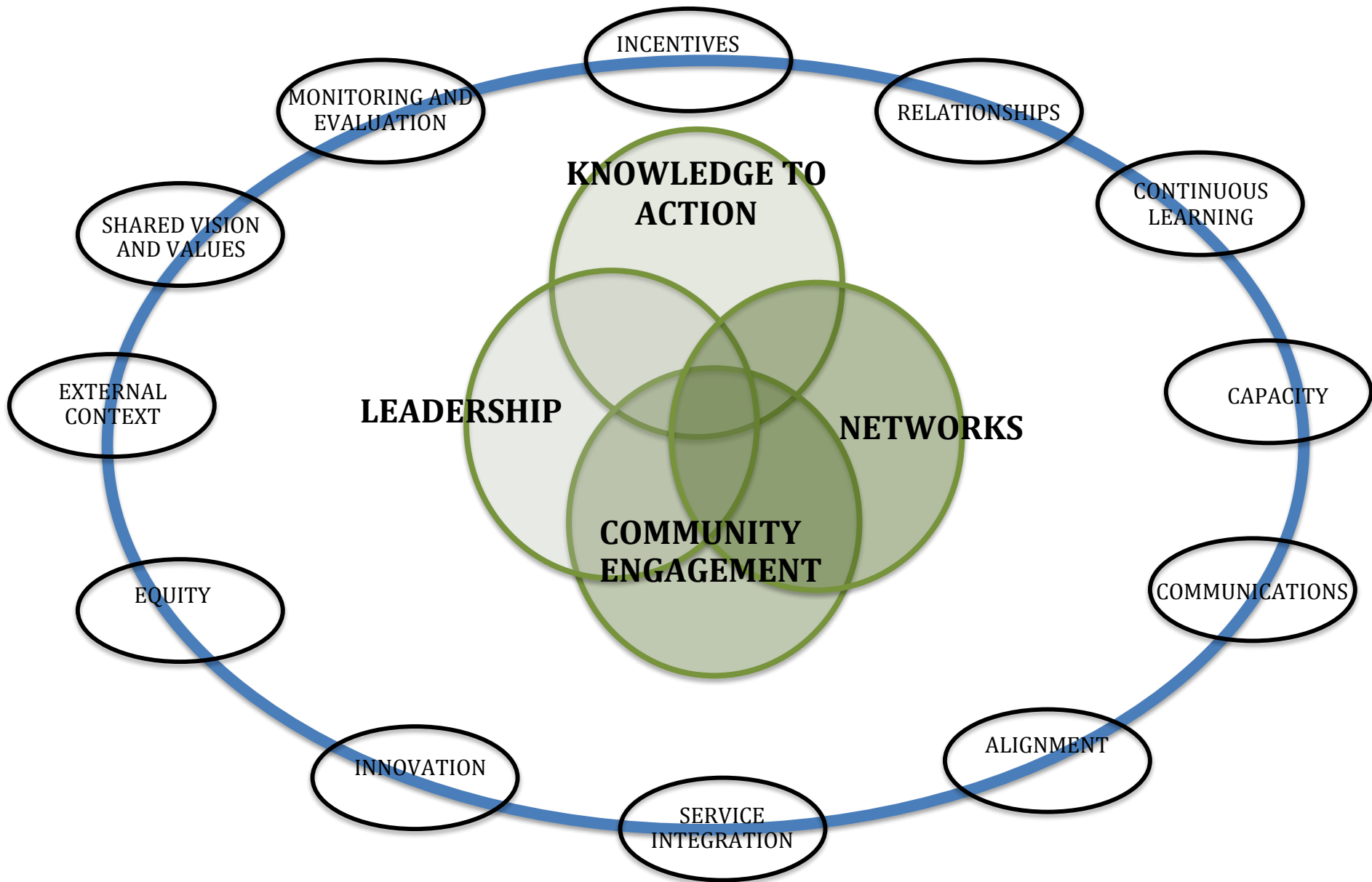- Continuous improvement

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Thank you!

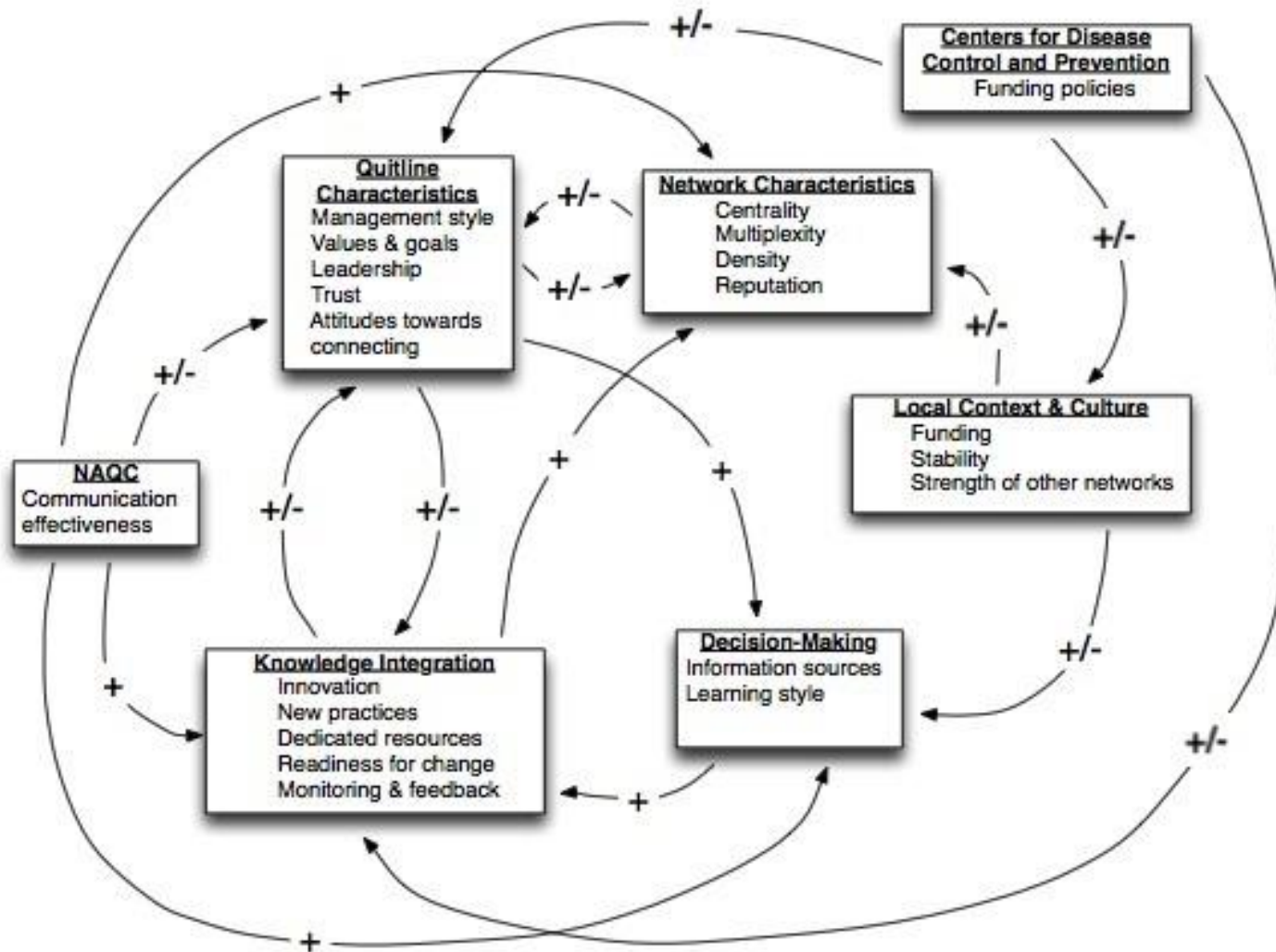allan.best@in-source.ca

Resources

Systems Thinking Tools ~ http://systems.geofunders.org

Shared Learning ~ https://www.evaluationnetway.com

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Introduction to Causal Loop Mapping

CORNERSTONES AND KEY FACTORS IN HEALTH SYSTEM TRANSFORMATION

INCENTIVES

MONITORING AND EVALUATION

RELATIONSHIPS

SHARED VISION AND VALUES

CONTINUOUS LEARNING

KNOWLEDGE TO ACTION

EXTERNAL CONTEXT

LEADERSHIP

NETWORKS

CAPACITY

COMMUNITY ENGAGEMENT

EQUITY

COMMUNICATIONS
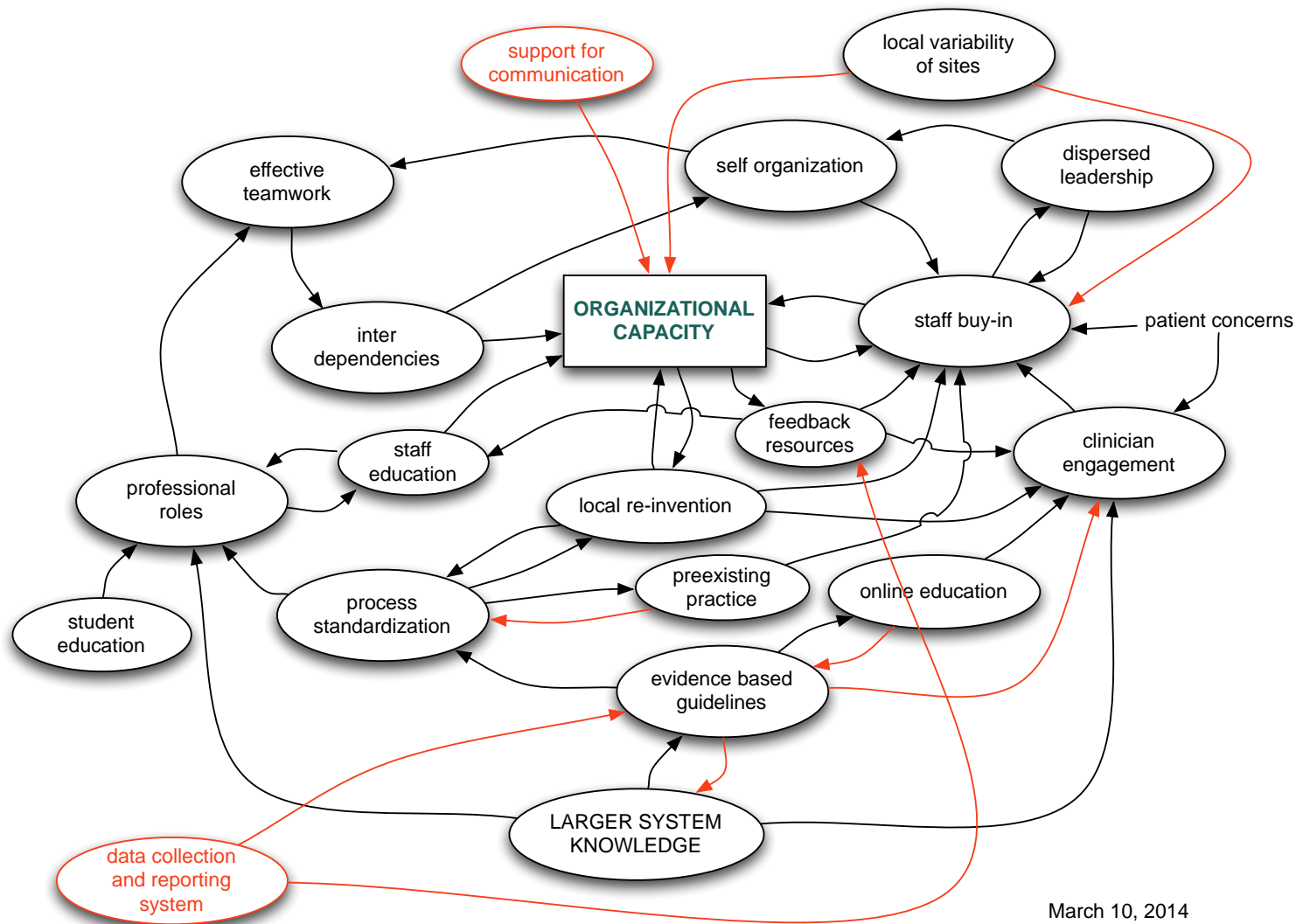
INNOVATION

ALIGNMENT

SERVICE INTEGRATION

Dynamic Map of NAQC System

Clinical Care Management ~ Capacity

March 10, 2014