

Systemness: The Next Frontier for Integrated Health Care

Agenda

March 17, 2017

- 7:30 Registration & Continental Breakfast
- 8:00 Welcoming remarks
Nathalie De Marcellis-Warin, President and CEO, CIRANO
- 8:15 Introduction
Roxane Borgès Da Silva, Ph.D., Assistant professor, Faculty of Nursing, Université de Montréal and CIRANO
- 8:30 **In search of systemness: Pathways and levers to transform and improve health systems**
Jean-Louis Denis, Professor of health policy and management at the School of Public Health, Université de Montréal, senior scientist on health system and innovation at the Research Center of the CHUM and Canada Research Chair on Governance and Transformation in Health Care Organizations and Systems
Health systems in Canada and in OCDE countries have faced waves of reforms often with results below expectations. The notion of systemness provides an alternate perspective to think about “real-reforms” in healthcare. Attention is paid to vertical and horizontal interdependencies within health systems and to political, organizational and clinical factors that drive transformation and improvement. Levers to transcend structural and political limitations within health systems will be discussed. Examples of reformative strategies adopted by public or tax-based health systems will serve to illustrate potential and challenges in achieving systemness.
- 9:00 **Making integration work For complex patients**
G. Ross Baker, Ph.D., Professor and Program Lead, Quality Improvement and Patient Safety Institute of Health Policy, Management and Evaluation, University of Toronto
Policy makers in many jurisdictions have recognized that complex, high use and high need patients consume a disproportionately large segment of health care costs. Redesigning care delivery to address the needs of these patients, reduce healthcare expenditures and improve patients’ experiences has become a new “holy grail,” motivating policy makers and leaders in launching many health system reforms. Integrating care across the continuum has been a major aim of these reforms, but effective integration has been elusive in many contexts. Focusing on structural reform, payment mechanisms and elegant diagrams of the patient journey are necessary but insufficient to change the microenvironment of care. Careful review of existing evidence and successful models suggests that 3 key elements are needed to integrate care delivery at the front line: (1) New or redesigned roles and mechanisms that help to coordinate patients’ journey across health and social care systems; (2) greater connection between traditional healthcare and community based services; and, (3) focused efforts to change how clinical teams engage with other providers to address the needs of their patients.

9:30 **Systemness: Perspectives from two large Federal Health Systems and Observations from the Commercial Sector**

Dr. Jim Peake, Senior Vice-President, CGI Federal

The presentation will discuss Systemness as a journey in both the United States Military Health System and the Department of Veterans Affairs with examples of success, fundamentals to get there, and the need for evolutionary system change. Observations from a civilian health system will illustrate the common elements of success. Vision, Data, Culture, and Constancy of Purpose will be highlighted.

10:00 Break

10:40 **Building health systems through clinical integration**

Richard D'Aquila, President of Yale New Haven Hospital and Yale New Haven Health System

The presentation will focus on the development of integrated and efficient health care delivery networks covering the entire care continuum, with the patient at the core of the operations. An in-depth review of best practices and Yale New Haven Health System's experience with service line development and deployment, high reliability organization, telemedicine/technology integration, waste reduction through clinical redesign as well as medical staff engagement will be provided.

11:15 Plenary with all speakers facilitated by Michel Bernier, Managing Partner, Pivot Strategic Transformation

12:15 Question Period

1:00 Networking lunch