

# The Integration of Mental Health in Primary Care in Canada

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# PLAN

- The challenges in implementation of CMHC across Canada
- The kinds of evidence that are needed by policy-makers

# The challenges in implementation of CMHC across Canada

- A huge shift in paradigm
- The emergence of a horizontal governance
- The leadership is cut off from the management
- Billing models for physicians
- Funding
- CMHC is a moving target

# A huge shift in paradigm

- From a « *provider driven philosophy* » to a « *population driven system* » (community based)
- The end of the era of the “*Ford-T Plant*” (traditional Newtonian management)
- A shift from a complicated to a complex context
- CMHC: the search for “*new forms of life*” (organizational models)

# The emergence of a horizontal governance

- CMHC is mostly a bottom-up phenomenon
- A « *new world of management* »: the power structure is irreversibly redrawn
- Horizontal governance can counterbalance the influence of the economic markets and the power of the traditional pyramidal hierarchy: its legitimacy may be questioned
- Bureaucracies must enhance their capacity to act upon "*connectivity*", a key factor for managing in complex contexts

# The leadership is cut off from the management

- We are overled and undermanaged (Henry Mintzberg)
- In the healthcare system, management is seen at best as a necessary evil
- Heroic leadership VS Engaging (distributed) Leadership
- The fear of leaders to get one's hands dirty

# Billing models of physicians

- Population-based approach: networking, multidisciplinary, etc.
- Appropriate financial incentives

# Funding

- Need for new funds (transitional funds): e-medical record systems, patient-outreach programs, etc.
- The lion's share of the budget is still allocated to hospital, to the "cure" of diseases and to medical emergencies (acute care)
- Interference of politics in the decision making processes
- Uncertainty of outcome



# CMHC is a moving target

- CMHC has become a « buzz expression »
- CMCH is a “strategic vision”, not a protocol, a plan or a blueprint
- It leads to many models that are adapted to the local conditions
- How do we know this is a CMHC model? If so, how do we know this is not only a cosmetic compliance to the major trends and policies...at the expense of the local needs?

# PLAN

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# The kinds of evidence that are needed by policy-makers

- Key elements in network management
- Economic benefits and costs
- Measurements of CMHC
  - Identification
  - Performance: measures of outcomes
- Mapping of CMHC experiences across Canada
  - Good and bad outcomes.
  - Why?