Using In-Person Modular Workshops to Build Capacity for Health System Improvement in Regions Across Canada

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Roadmap

- Overview of HSP workshops

- Curriculum design and development

- Evaluation results

- Next steps

Overview of HSP workshops

- Three HSP workshops
  - Atlantic Canada (pilot)
  - Ontario (rural and North)
  - Manitoba

- Objective:

  To build capacity of individuals working in health system performance roles within regions to

  - Apply HSP measurement approaches
  - Monitor performance
  - Take action for health system improvement

Aimed at building capacity of HSP in Canadian regions

- Stakeholders emphasized need for understanding, use and application of indicator data

  - Moving from performance benchmarking to practice benchmarking

  - Drawing on peer group analysis and best practice discussions

- HSP workshops were one component of CIHI's HSP Reporting Initiative (2012-2015)

Components of HSP Initiative

What?	Objectives
HSP measurement framework	Strengthen evidence base, align with jurisdictional priorities and make it actionable
Interactive HSP public reporting	Deliver cascading sets of HSP reports over 3 years, meeting information needs of multiple audiences
Integrated analytical environment	Allow system managers/clinicians to drill down into the data and understand health system performance drivers
Research and analysis	Further align CIHI research and analytical activities with P/T improvement priorities; strengthen collaboration
Capacity building activities	Support capacity building in use of data for system improvement

How the workshop was designed...

- Modeled after European Observatory on Health Systems and Policies Summer School

- Expert group
  - Provide strategic advice and guidance on design, launch and delivery of pan-Canadian HSP workshop curriculum

- Combines lectures with participation through
  - Round tables
  - Panel discussions with experts
  - Group work

- Uses a core case study based on Harvard Business School Case Method

…and included a jurisdictional context

- ## Advisory group
  - Provided direction for curriculum
  - Identified process for participation selection
    - ○ Target audience included individuals and/or teams working at different levels within regions (such as data analysts, managers and directors of health system performance)

- ## Needs assessment survey
  - Helped tailor curriculum to jurisdiction's needs

What the core curriculum covered

Day 1: Foundations of HSP measurement and reporting	Day 2: Health data analysis to identify areas for improvement	Day 3: Initiating performance improvement

• Health system function and goals
• HSP reporting and conceptual frameworks
• Priority setting in health care
• Measuring health system performance
• Choosing the right indicators
• Communicating evidence to stakeholders
	• Benchmarking and comparisons
	• Accessing HSP data (e.g., CIHI tools and other regional data sources)
	• Analyzing HSP data to:
	  • Link data to HSP scorecards
	  • Identify areas for potential health system improvement
	  • Building action plans
		• Develop and present an action plan to address a priority area for HSP improvement

Used a realistic case study for fictitious region to relate to participants

- Included population health profile, health services coverage and allocation of funding

- Introduced balanced scorecard
  - Regional, provincial, national rates
  - percent change from last year
  - Trend over time

- Focused on 5 priority areas for improvement

  - Themes based on real priorities in regions

  - Data from CIHI sources used to investigate health system performance and benchmark against peers

Critical-Thinking Strategy for Planning Improvement

This strategy outlines a process for developing a plan for improving performance. Note: This is not an exhaustive list of questions.

Process	For example, ask yourself…
Define Problem	• What are the key issues facing our LHIN/RHA regarding this priority area? • Why is issue important to us? • What is our performance problem or problem statement? • What does a root cause analysis tell us about our performance?
Set Goals	• What are one or more specific goals that we hope to achieve/change by addressing this area? • Are these goals SMART (specific, measurable, achievable, results-focused and time-bound)? • What actions (short- and long-term) will lead to improvement?
Identify Barriers	• What barriers should we address to bring about change in this area? • What are some of the ways our LHIN/RHA can try to address these barriers? • What can a SWOT (strengths/weaknesses/threats/opportunities) analysis tell us?
Engage Stakeholders	• Who are our stakeholders? • What's important to our stakeholders? • How will we engage and communicate with our stakeholders? • How does the patient experience relate to our problem? • What conversations might be useful?
Identify Information Needs	• What information should we know to bring about change in this area? • How could we go about finding this information? • What are some of the best practices? • Who can we learn from? • How might change management requirements affect our ability to achieve our goals? • Whom can we compare with?
Select Indicators	• What indicators and contextual measures do we report on? • What indicators and contextual measures should we focus on? • How does our LHIN/RHA's performance compare relative to our peers, benchmarks and other targets? • Is our LHIN/RHA's performance improving or getting worse over time? • What are some of the methodological considerations we should consider when making comparisons? • What other information do we need? • How can we go about finding this information?
Complete Next Steps	• What strategies (short- and long-term) will lead to improvement? What specific interventions are proposed? • How are we evaluating the impact of these? • What do we hope to see?

Selling action plan to panel of stakeholders

- Demonstrate application of content through creation of action plans for improvement

- Conduct group presentations on action plans

- Receive feedback from expert panel of health care leaders

Learning outcomes for participants

- Established, refined and/or validated HSP measures for an organization's scorecard to monitor and evaluate current priorities

- Identified and prioritized health system improvement strategies using key HSP measures, targets and benchmarks

- Developed an action plan to address a priority area for HSP improvement

Evaluation results showed workshops *Hit the Mark!*

- Over 75% of participants felt presentations were relevant and enhanced their learning of new ideas or concepts

- Participants felt by end of workshop they had further developed their knowledge and skills to define, evaluate and improve local health system performance in their regions

"Group presentations – all brilliant in their own way – shed light on managing data, planning and interpretation aspects."

"Overall I felt the workshop was very successful leaving me with some good ideas and tools to take back with me."

…and were seen as valuable by participants

- Workshop valuable in learning from peers and experts, and facilitating network opportunities not otherwise available

"Great amount of time to engage, learn from others. Being new to my role, this was invaluable."

"It was a good opportunity to draw out table mates experiences in different health care issues – therefore learning what worked and what didn't."

"Panel feedback on our case analysis very insightful. Liked the mix of participants in large and small group - different functional areas and all health authorities in my group."

Participant experiences of applying new skills, concepts and knowledge in their organization/region

What's next with the HSP Workshops

- **Yammer** network set up for participants to continue the conversation and stay connected, using the discussion board to foster best practice sharing

- One 3-day HSP workshop in 2015-16

- Future capacity building workshops:

  – Tailored to different stakeholders (e.g., clinicians)

  – Provide examples of how to use cross-sector data linkage

Questions

Thank you

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