

MANITOBA: TIME FOR REVIEW

THE EXPERIENCE OF IMPLEMENTING HEALTH SYSTEM EFFECTIVENESS PRINCIPLES

CHA's Leadership on Health System Effectiveness

The Canadian Healthcare Association (CHA), a federation of provincial and territorial hospital and health organizations across Canada, believes in a well governed, well managed, and publicly accountable health system, where responsibility is shared among governments, trustees, and executives. An effective health system not only meets the needs of Canadians, but also has their confidence.

In January 2005, CHA and CCAF-FCVI Inc. (a national, non-profit research foundation focused on the areas of public sector accountability, governance, management, and audit) released *Excellence in Canada's Health System: Principles for Governance, Management, Accountability and Shared Responsibility*. The brief promotes eleven principles that provide the common ground needed for stakeholders to work successfully together to address mutual objectives. Through our principles framework, we propose that an effective health system requires 1) strategic direction and leadership, 2) public accountability and involvement, and 3) clear roles and responsibilities.

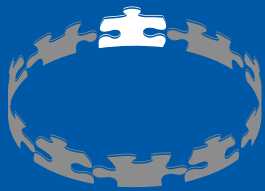
In the spring of 2005, CHA met one-on-one with key organizations and individuals from the health system to obtain feedback on how the principles might be adapted for use within the health system. We were pleased to note that most people expressed support for the principles. We were also encouraged to continue our work by validating them with a larger audience and describing how they could be applied.

As a result, CHA hosted a National Roundtable on Health System Effectiveness in December 2005, attended by federal, provincial, and territorial government representatives; chairs and CEOs of provincial and territorial health organizations, other key health stakeholders, and representatives of the business, auditing, and quality communities. Through constructive dialogue on the achievement of best practices in health system effectiveness and an exploration of current practices across Canada, the Roundtable revealed a real appetite among delegates to learn from experiences with implementing the principles and to work in partnership on this important and timely issue to build on current successes.

A cross-country session on efforts to implement the CHA-CCAF principles framework featured the experiences of provincial and territorial governments, trustees, and executives. Representatives from Newfoundland and Labrador, Quebec, Canada's territories, and Manitoba reflected on health system effectiveness practices in their jurisdictions. In one presentation, Randy Lock, Executive Director of the Regional Health Authorities of Manitoba presented on how experiences in Manitoba reflect the CHA-CCAF principles framework.

“CHA's agenda on health system effectiveness corresponds well with the role of the Health Council of Canada, as we are essentially an accountability tool for the public to assess health system performance”

Cathy Fooks, Executive Director of the Health Council of Canada and member of CHA's External Advisory Panel on Health System Effectiveness.



“ *The system is more focused on providing information to stakeholders internally within the system than externally to the public* ”

*David Stewart-Patterson,
Executive Vice-President of the
Canadian Council of Chief
Executives and member of CHA's
External Advisory Panel on Health
System Effectiveness*

Context of Health System Restructuring

The Government of Manitoba established thirteen regional health authorities in the mid-1990s. As the result of two sets of mergers, Manitoba currently has eleven regional health authorities responsible for the full continuum of care.

The health minister appoints the members and chairs of the regional boards and the boards report to the minister. The boards appoint CEOs with the approval of the ministry. Mr. Lock noted, “*There is the opportunity for some community input concerning appointments, but the final decision rests with the government.*”

Strategy for Implementing Change

There was a significant degree of community consultation leading to the provincial plan for implementation of regionalization. The reform addressed structural issues. Mr. Lock noted that there is now a desire to discuss health outcomes for the province.

Results

While principles of health system effectiveness inform Manitoba's approach to organizational effectiveness, it will be necessary to apply principles related to clarifying roles and responsibilities more rigorously. To ensure the success of the province's health system, governments, trustees, and executives also need to review and potentially renew implementation of principles concerning strategic direction and leadership and those relating to public accountability and involvement.

Strategic Direction and Leadership: Needs Updating

- RHAs develop their own strategic and operational health plans through comprehensive community health assessments.
- Performance agreements govern RHAs.
- Need to assess previous experience and formulate a new provincial plan for health.

Public Accountability and Involvement: Needs Validation

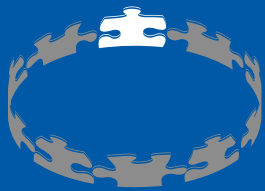
- Government clearly articulates requirements for public accountability and reporting.
- Health organizations report regularly to the public.
- Utility and meaning of this information to the public needs discussion.

Clear Roles and Responsibilities: Needs Discussion

- RHAs and the Minister need to discuss roles and responsibilities.
- Four meetings per year between the Council of regional chairs and the Health Minister may provide a discussion forum.
- Regional CEOs meet with the Deputy Health Minister and assistant deputy ministers.

Key Factor for Success

Future success depends on both aligning responsibility with authority in order to use resources effectively and addressing the issue of political control to achieve effective leadership.



CHA's Continued Leadership

While Manitoba has had some success in improving organizational effectiveness, as have most other jurisdictions, CHA and its member organizations recognize that there are improvements to be made in provincial and territorial health systems across Canada.

Governance and accountability frameworks are not as robust as they need to be. We also recognize that leadership for strengthening governance and accountability is a shared responsibility.

Working in partnerships, CHA and its member organizations, including the Regional Health Authorities of Manitoba will seek the support of governments, trustees, and executives to further adopt and implement the principles framework.


With our partners, CHA is determined to transform the health system.

In addition to short documents on the principles framework and experiences with implementing the framework, CHA will engage all provincial and territorial governments in a dialogue around achieving best practices in governance, management, accountability, and shared responsibility. CHA will be taking steps to meet one-on-one with deputy ministers of health and other public officials.

Finally, through our External Advisory Panel, CHA will work with the Health Council of Canada, the Canadian Council on Health Services Accreditation, Canadian businesses, governments, and others to promote the adoption of health system effectiveness principles and to achieve health system excellence in Canada.

“ CCHSA is enhancing
our accreditation program.
The principles framework
developed by CHA and
CCAF is compatible with
the proposed new
governance standards”

Wendy Nicklin, CEO of the
Canadian Council on Health
Services Accreditation and member
of CHA's External Advisory Panel
on Health System Effectiveness.

1		2	Canadian Healthcare Association
9		0	Association canadienne des soins de santé
3		0	
1		6	75 years of service / 75 années de service

CHA is the federation of provincial and territorial hospital and health organizations across Canada. Through our members, CHA represents a broad continuum of care, including acute care, home and community care, long term care, public health, mental health, palliative care, addiction services, children, youth and family services, and housing services. These services are provided through regional health authorities, hospitals and other facilities and agencies that serve all Canadians and are governed by trustees who act in the public interest. CHA is a leader in developing, and advocating for, health policy solutions that meet the needs of Canadians and is the champion for a publicly funded health system that provides access to a continuum of comparable health services throughout Canada.