

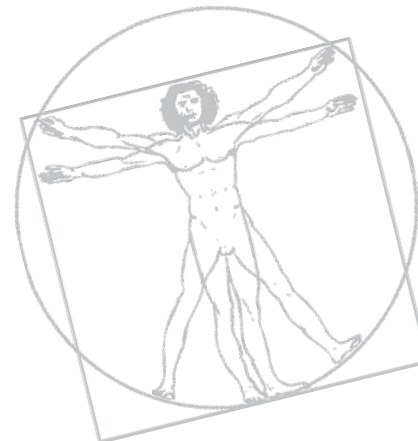
THE NEW ERA OF HEALTHCARE ACCOUNTABILITY

ADJUSTING TO THE NEW NORMAL



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Outline

- i. Factors Driving Canada's Push for Accountability
 - ii. Understanding and Establishing Accountability
 - iii. Bringing Accountability to Life: The Right Indicators
 - i. What Makes a Good Indicator
 - iv. Accountability Challenges to Overcome
 - i. Competing Information Needs
 - ii. Assigning Accountability in an Integrated World
 - iii. Making Sense of the Sea of Data
 - v. Accelerating the Accountability Journey: Where to Start
 - vi. Indicators for Your Reality
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BACKGROUND



- As Canada's provincial and territorial governments push for greater accountability and transparency in their health systems, healthcare organizations are under growing pressure to demonstrate that Canadians are getting value for their healthcare dollars
- In this new era, healthcare organizations must not only be open about their spending and their results – they must justify and account for that spending and show how it effectively contributes to positive health outcomes

BACKGROUND



- These demands are complex, challenging and achievable. This requires healthcare organizations to look at their operations in new, more detailed and potentially unfamiliar ways
- By understanding what accountability really means to their organization and identifying how best to obtain relevant, useful information, healthcare organizations can gain the insights needed to demonstrate they're providing value to Canadians

FACTORS DRIVING CANADA'S PUSH FOR HEALTHCARE ACCOUNTABILITY

- Healthcare costs continue to rise rapidly across Canada at a rate that looks increasingly unsustainable, at a time when federal healthcare funding looks set to fall in the years to come
- Economic growth, where it exists, is expected to be modest at best
- Canada's governments recognize significant reforms are needed to improve the healthcare system's performance and financial sustainability and better accountability is a key part of this effort



FACTORS DRIVING CANADA'S PUSH FOR HEALTHCARE ACCOUNTABILITY

- The push for greater accountability brings an unprecedented level of transparency and scrutiny and it's been met with varying reactions
- Healthcare accountability shouldn't be seen as a means to satisfy ministry demands or score political points at election time



UNDERSTANDING AND ESTABLISHING ACCOUNTABILITY

- For all the discussion around accountability, there's a lot of ambiguity around what the term actually means
- Ultimately, being accountable means having to
 - Justify,
 - Report on and
 - Explain the reasons for decisions and actions and their outcomes

UNDERSTANDING AND ESTABLISHING ACCOUNTABILITY

- In the healthcare system, accountability generally involves three main areas:
 - **Financial** (reporting on the use of financial resources)
 - **Performance** (meeting agreed upon service targets, outputs outcomes) and
 - **Political** (achieving government promises, addressing citizens' needs)
- The actual goals and targets healthcare organizations are held accountable to are greatly influenced by the priorities of the government in power, which can vary significantly

UNDERSTANDING AND ESTABLISHING ACCOUNTABILITY

- No matter the government of the day's healthcare priorities, healthcare organizations require three key elements to ensure they establish a proper level of accountability:
 1. Clearly defined responsibilities and performance targets
 2. Accurate and timely reporting of performance measures or indicators and results and
 3. An oversight body with the power and authority to impose consequences when an organization achieves or fails to achieve, agreed targets

BRINGING ACCOUNTABILITY TO LIFE: THE RIGHT INDICATORS ARE CRUCIAL

- To deliver accountability, healthcare organizations must have the right measures in place
- To do that, they must ensure they're relying on the right indicators



BRINGING ACCOUNTABILITY TO LIFE: THE RIGHT INDICATORS ARE CRUCIAL

- An indicator is:
 - A quantitative metric that provides critical information that enables an organization to measure performance and determine accountability
 - The cornerstone of effective monitoring and evaluation
 - The data they provide can inform strategic insights into the effective management of healthcare organizations and the healthcare system overall

BRINGING ACCOUNTABILITY TO LIFE: THE RIGHT INDICATORS ARE CRUCIAL



- However, it's important to remember that indicators do just that: they indicate
- They cannot convey subtle nuances, explain the full picture or shed light on an issue's many dimensions.
- Indicators can never replace a more detailed investigation of a given matter and they should always be interpreted within their broader context

WHAT MAKES A GOOD INDICATOR?

The best indicators share four (4) key characteristics:

- 1. Clear, concise and focused** – An indicator should be readily understood and focused on a single issue that provides relevant information that contributes to good planning and decision making



WHAT MAKES A GOOD INDICATOR?

The best indicators share four (4) key characteristics:

- 2. Leads to action** – An indicator no one can figure out what to do with probably isn't a useful one. Indicators must be understood and embraced by organizations so that meaningful action can be taken based on what they report



WHAT MAKES A GOOD INDICATOR?

The best indicators share four (4) key characteristics:

- 3. Feasible and measurable –**
Organizations must be able to collect the data an indicator requires, and the indicator must accurately measure what it's supposed to measure



WHAT MAKES A GOOD INDICATOR?

The best indicators share four (4) key characteristics:

- 4. Simple** – Perfect indicators are very rare. Organizations should instead focus on using good, simple indicators that provide usable information



ACCOUNTABILITY CHALLENGES TO OVERCOME

- Embracing the concept of greater healthcare accountability is one thing; as many healthcare organizations soon discover, delivering accountability can be highly challenging
- Understanding those challenges can help organizations anticipate problems and take steps early to address them



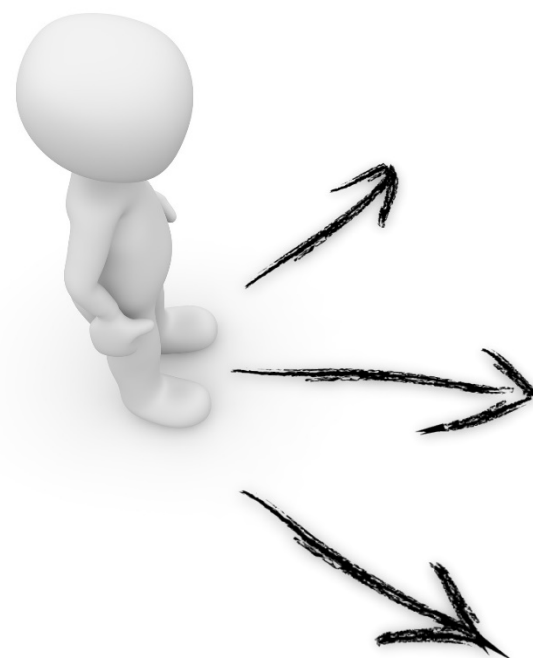
Challenge # 1

Competing Information Needs

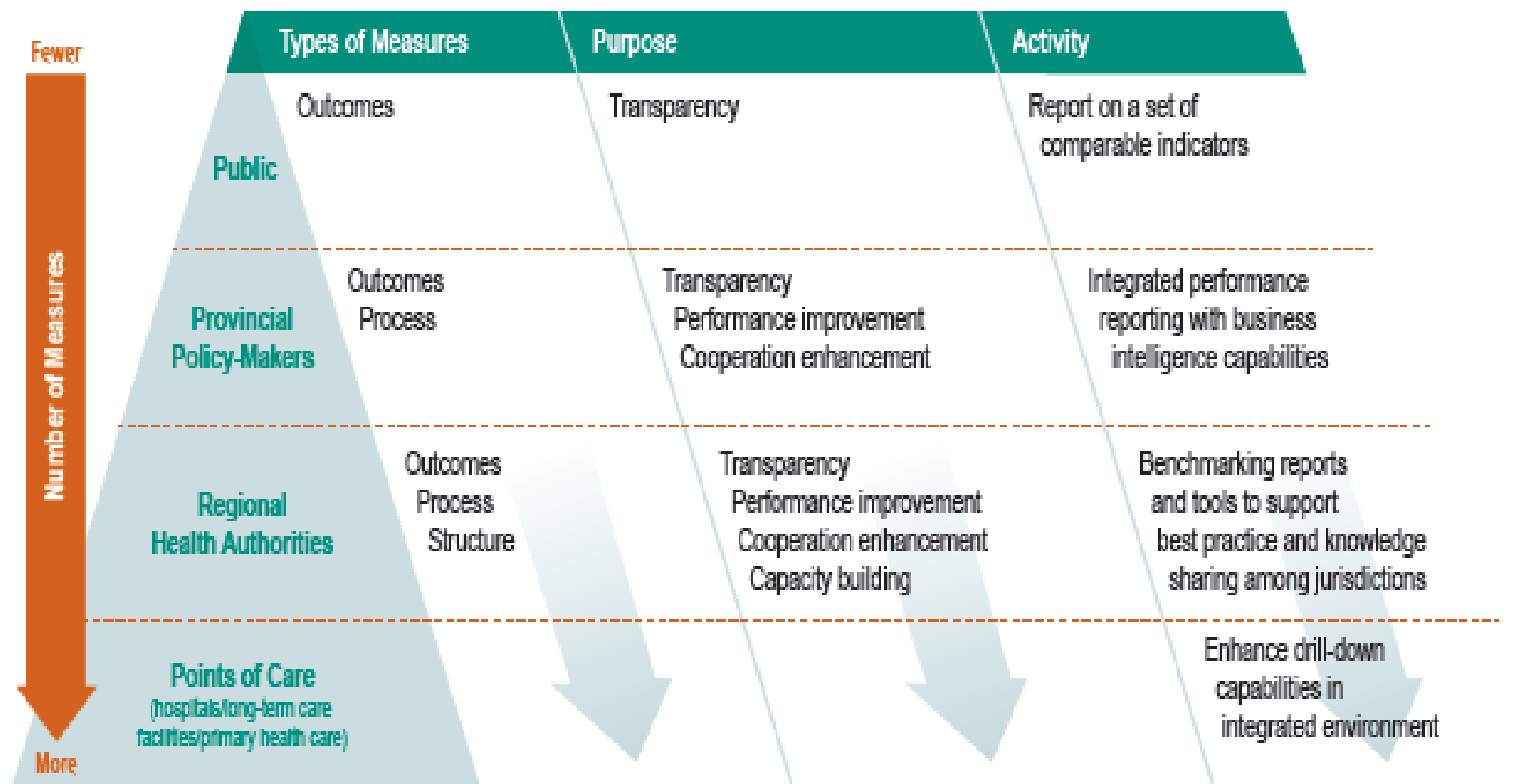


COMPETING INFORMATION NEEDS

- Perhaps the most significant challenge involves how to manage the myriad priorities and information needs of stakeholders across the healthcare system or organization



COMPETING INFORMATION NEEDS

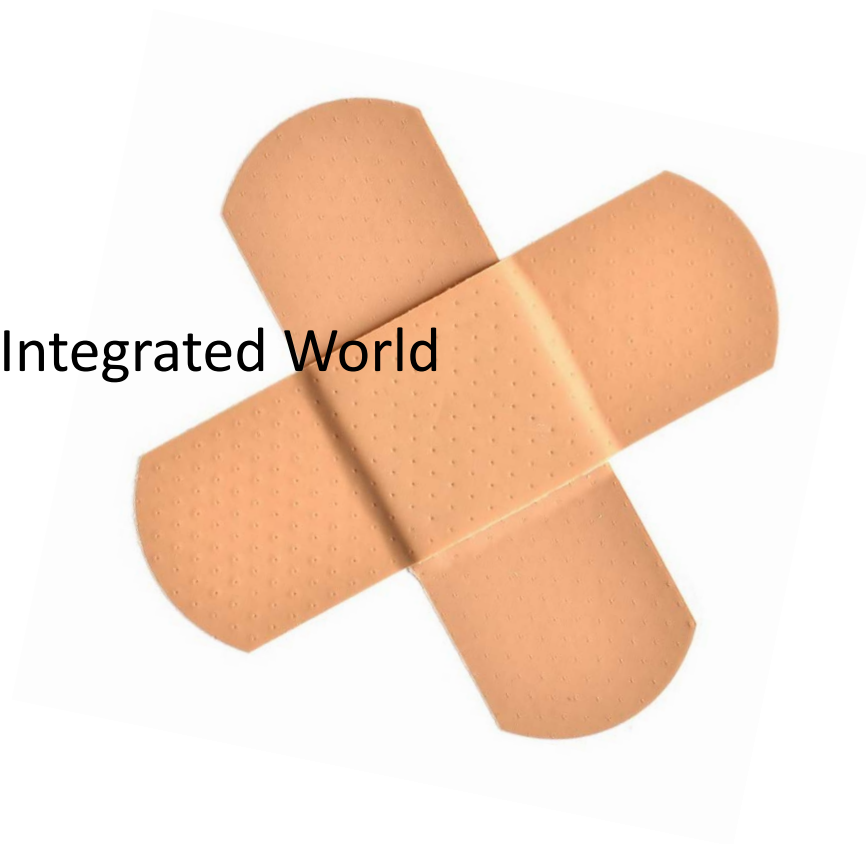


* Enhancing Pan-Canadian Health System Performance Reporting

* www.cihi.ca/en/hsp_initiative_backgrounder_en.pdf

Challenge # 2

Assigning Accountability in an Integrated World



ASSIGNING ACCOUNTABILITY IN AN INTEGRATED WORLD

- In the health sector across the country, there's a growing trend towards more integration and collaboration
- These integrated models do appear to be more successful at delivering better results and positive outcomes at less cost
- However, they can also make it enormously difficult to assign accountability and determine which metrics are best suited to demonstrating the performance, effectiveness and value of integrated care



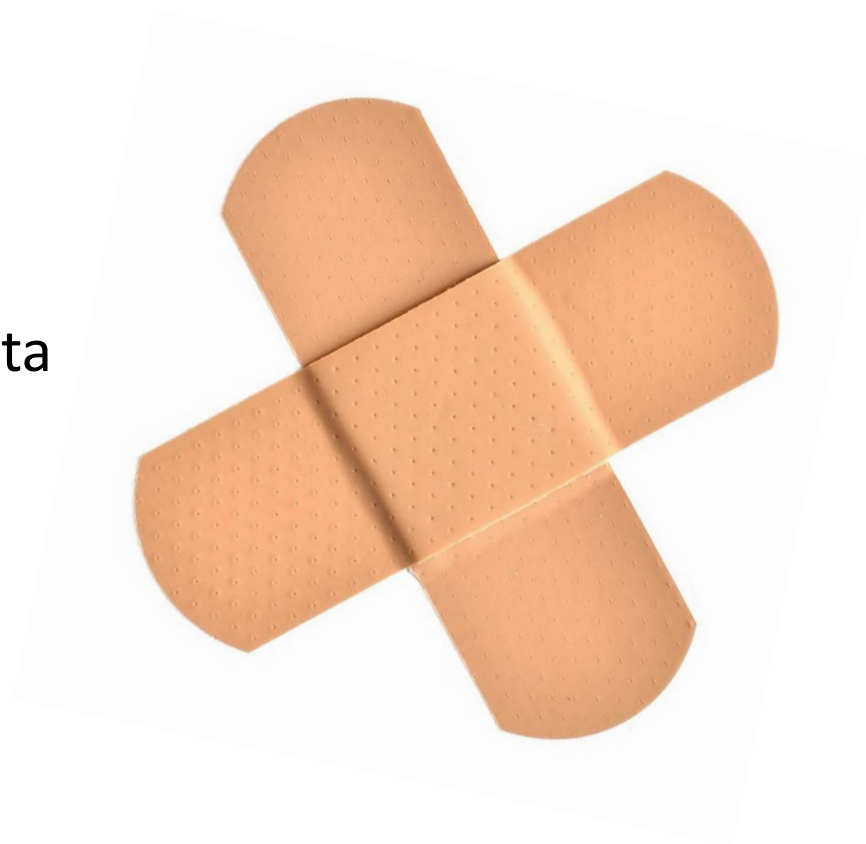
ASSIGNING ACCOUNTABILITY IN AN INTEGRATED WORLD

- Similar challenges arise as government ministries collaborate to take a more multidisciplinary approach to addressing healthcare and other social priorities
- This “holistic” view may lead to new decisions around accountabilities and measurement while adding new levels of scrutiny over healthcare organizations



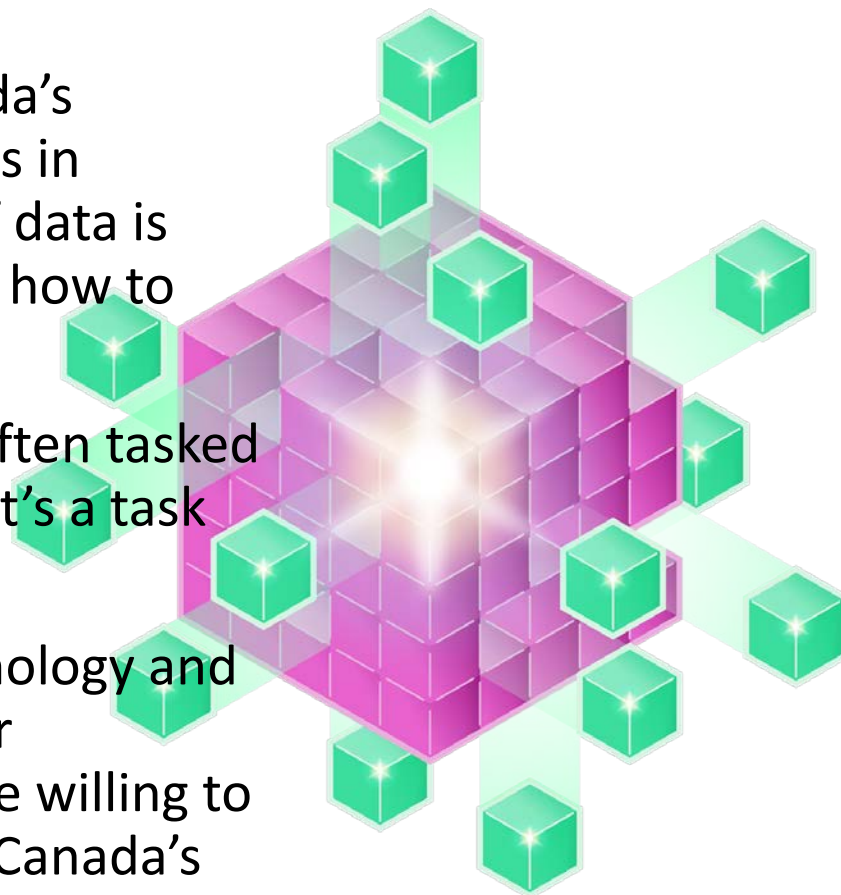
Challenge # 3

Making Sense of the Sea of Data



MAKING SENSE OF THE SEA OF DATA

- There's no shortage of data in Canada's healthcare system. The challenge lies in determining what among this sea of data is available, relevant and accurate and how to make sense of it
- However, health organizations are often tasked to make sense of their data, and that's a task that requires the resources to do it
- To be sure, recent advances in technology and data analytics hold great promise for healthcare, but few governments are willing to pursue significant IT investments in Canada's current fiscal environment



ACCELERATING THE ACCOUNTABILITY JOURNEY: WHERE TO START

- Implementing or improving accountability is a significant undertaking for any healthcare organization, but it is an achievable one
- In our experience working with clients across Canada's healthcare system, we've found a number of ways that organizations can streamline and even accelerate their accountability journey



WHERE TO START: INDICATORS FOR YOUR REALITY



- What indicators would make sense for your organizations?
- Keep in mind the four characteristics of a good indicator
 - Clear, concise and focused
 - Feasible and measurable
 - Leads to action
 - Simple

THE ACCOUNTABILITY ERA IS HERE. IS YOUR ORGANIZATION READY?

- The demands for more accountability across Canada's healthcare system are only likely to grow in years to come, as financial pressures run up against the public's demand for better care and more value for money



THE ACCOUNTABILITY ERA IS HERE. IS YOUR ORGANIZATION READY?

- Healthcare organizations in all provinces and territories will need to become more comfortable with being held accountable for performance – and more adept at measuring it, as well



THE ACCOUNTABILITY ERA IS HERE. IS YOUR ORGANIZATION READY?

- Those who take steps now to better understand their accountability agreement and identify the right measures and optimal indicators will find themselves better equipped to deliver the meaningful insights their stakeholders demand



Questions



CONTACT US

To find out how MNP's team of professional advisors can help your healthcare organization meet its accountability obligations, contact:

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