



Health
and
Everything

Hospitals: Reinventing their Role in the Community?

February 2005

THIS PRESENTATION CAN BE DOWNLOADED FROM
OUR WEB SITE

<http://www.healthandeverything.org/>



No Need to Take Notes

- This presentation and other material can be found at the web site
- www.healthandeverything.org

For more information you can write to me at sholom@glouberman.com

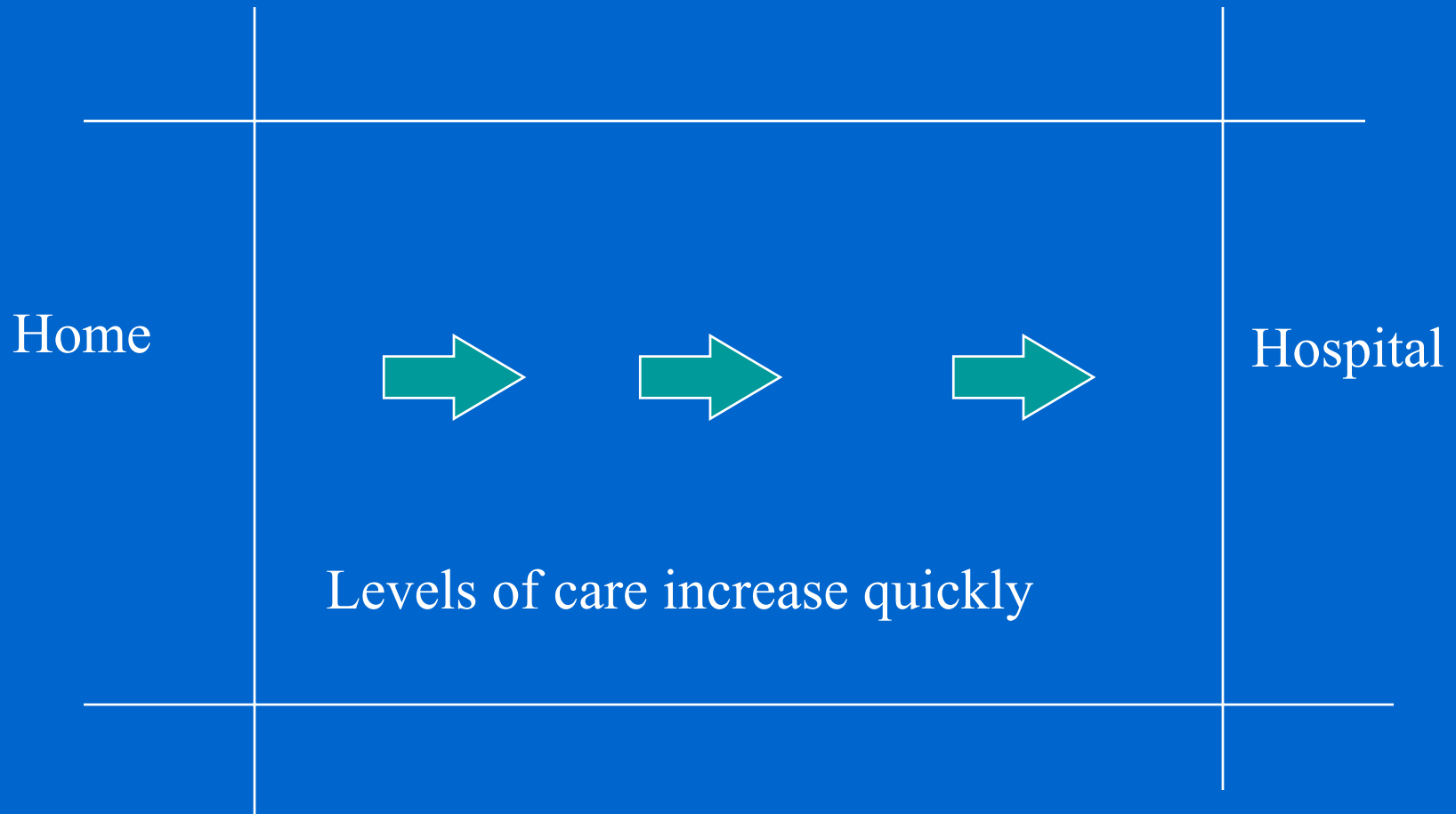


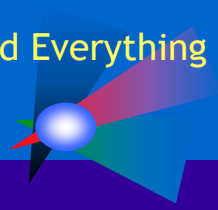
General Hospitals (1935)

| | |
|----------------------------------|--|
| Hospital Type | General |
| Who Knows | Doctors |
| What they know | General knowledge |
| Distribution of knowledge | Clinical experience |
| Main success factor | Access and authority |
| Management | Administrator supports superintendent |
| Authority | Medical superintendent |
| Boundaries | No internal, high external |
| Network | Hospital led |



The Old Vector of Care





Teaching Hospitals (1985)

| | |
|----------------------------------|---|
| Hospital Type | Specialty |
| Who Knows | Many specialists |
| What they know | Niche knowledge |
| Distribution of knowledge | Scientific journals |
| Main success factor | Diagnostic accuracy and medical outcome |
| Management | Specialized functions with central control |
| Authority | Your own silo |
| Boundaries | High in and out |
| Networks | System planned |



The Octopus Hospital

Community

Clinical Material

Clinical Material

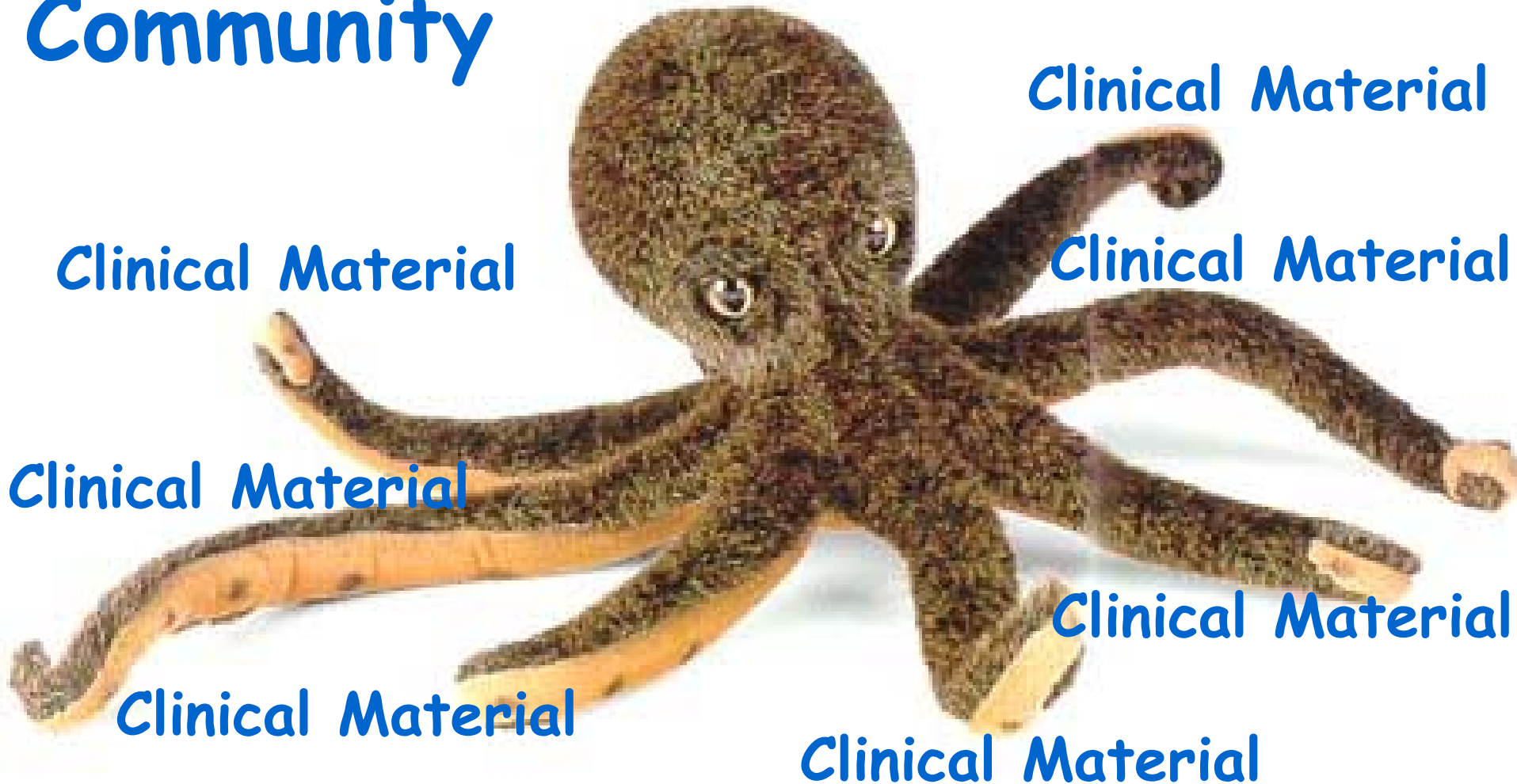
Clinical Material

Clinical Material

Clinical Material

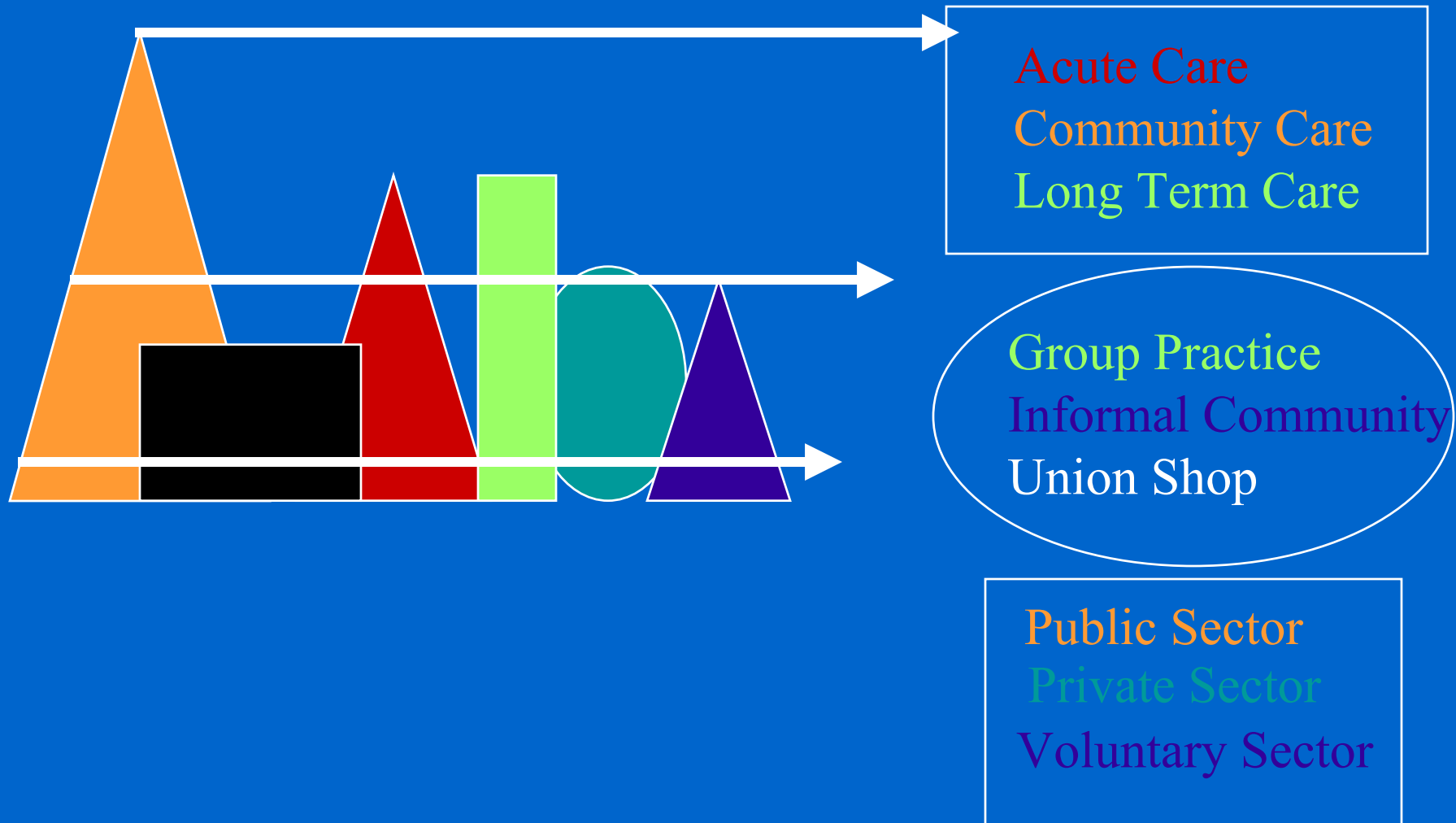
Clinical Material

Clinical Material





The Present System





The Octopus Hospital in the LHINs

Community

Community Agency

Community Agency

Community Agency

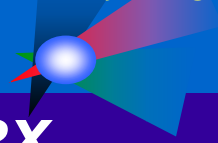
Community Agency

Community Agency

Community Agency

Community Agency





Simple

Following a Recipe

- The recipe is essential
- Recipes are tested to assure replicability of later efforts
- No particular expertise; knowing how to cook increases success
- Recipes produce standard products
- Certainty of same results every time
- Optimism re results

Complicated

A Rocket to the Moon

- Formulae are critical and necessary
- Sending one rocket increases assurance that next will be ok
- High level of expertise in many specialized fields + coordination
- Rockets similar in critical ways
- High certainty of outcome
- Optimism re results

Complex

Raising a Child

- Formulae have only a limited application
- Raising one child gives no assurance of success with the next
- Expertise can help but is not sufficient
- Every child is unique
- Uncertainty of outcome remains
- Optimism re results



Complicated Acute Diseases



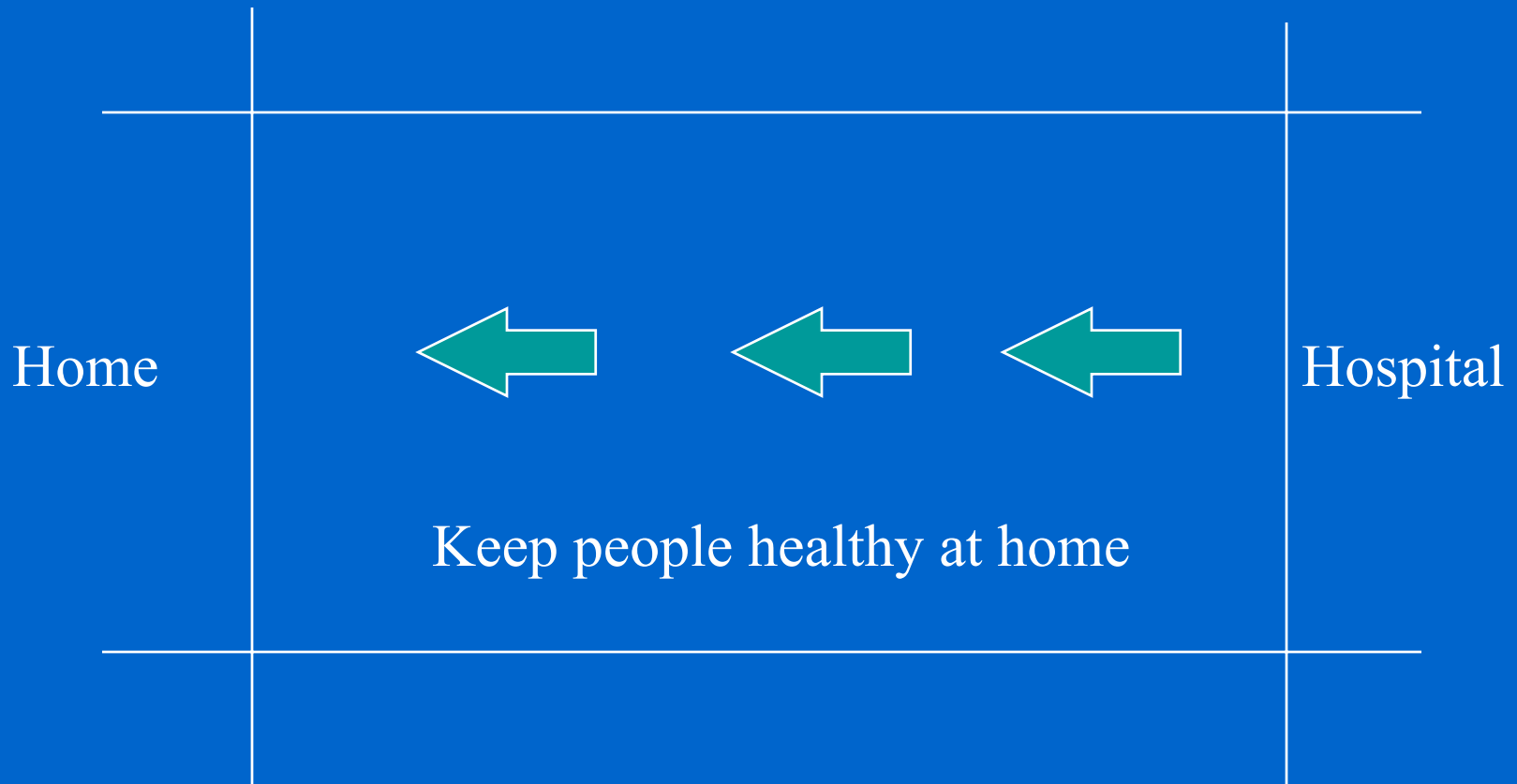
Complex Chronic Diseases

- Abrupt onset
- Often all causes can be identified and measured
- Diagnosis and prognosis are often accurate
- Specific therapy or treatment is often available
- Technological intervention is usually effective: cure is likely with return to normal health
- Profession is knowledgeable while laity is inexperienced
- No Voluntary Sector Associations for these condition e.g. Small Pox, Knee Replacement,

- Gradual onset over time
- Multivariate cause, changing over time
- Diagnosis is uncertain and prognosis obscure
- Indecisive technologies & therapies with adversities
- No cure, pervasive uncertainty: management, coaching & self care over time is needed to improve health
- Profession & laity must be reciprocally knowledgeable to improve health
- Voluntary Sector Associations are widespread and help define the distinction: Heart and Stroke, Asthma, Diabetes etc.

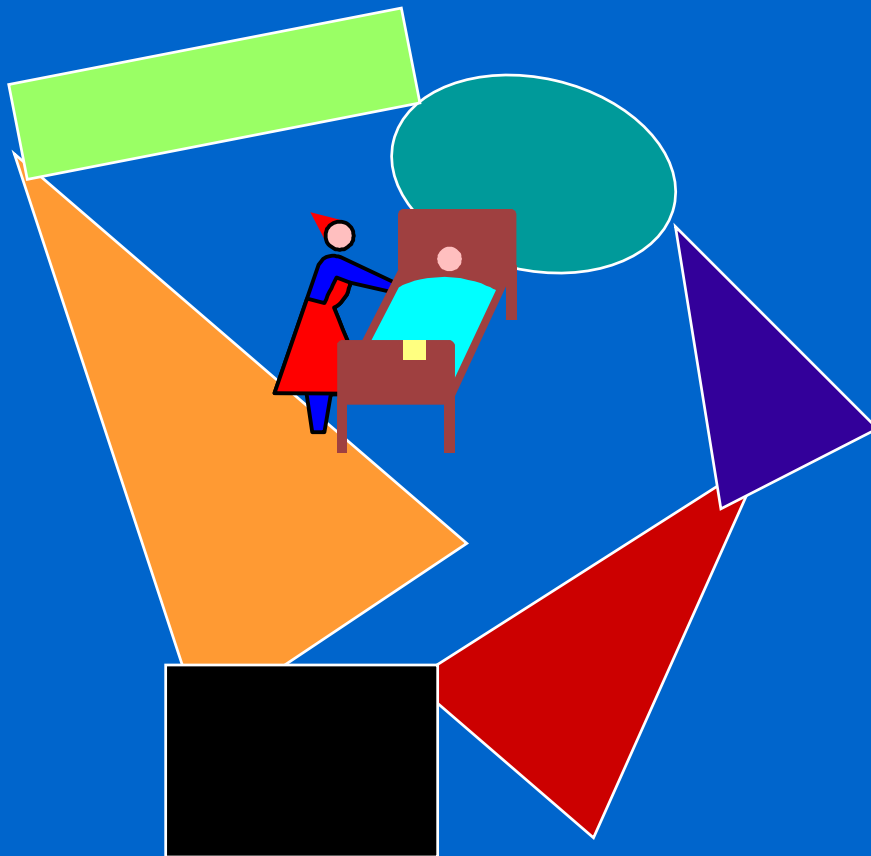


The Vector of Care Changes





Other Possibilities



Acute Care

Community Care

Long Term Care

Group Practice

Informal Community

Union Shop

Public Sector

Private Sector

Voluntary Sector



Health Care Organizations (to come)

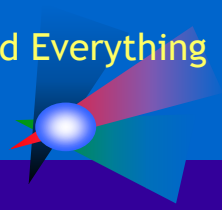
| | |
|----------------------------------|--|
| Hospital Type | Networked |
| Who Knows | Multiple holders |
| What they know | Vertical and Horizontal |
| Distribution of knowledge | Electronic Networks |
| Main success factor | Quality of life Outcome |
| Management | Decentralized functions, local competency |
| Authority | Support for and from others |
| Boundaries | Crossboundary management |
| Networks | Self-organized |



How Hospitals can reinvent their Role in the Community

- Recognize that no one can do it alone
- Believe most organizations want to do quality work
- Engage people to struggle through & resolve issues
- Provide resources to support such efforts
- Expect and encourage parallel efforts in and out of the hospital
- Support developing relationships with other institutions, agencies and people in the community including patients and families

For More About the UK



Tenth Annual



Canada - United Kingdom Exchange Programme

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