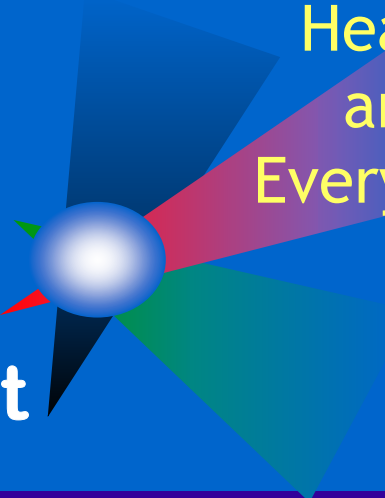
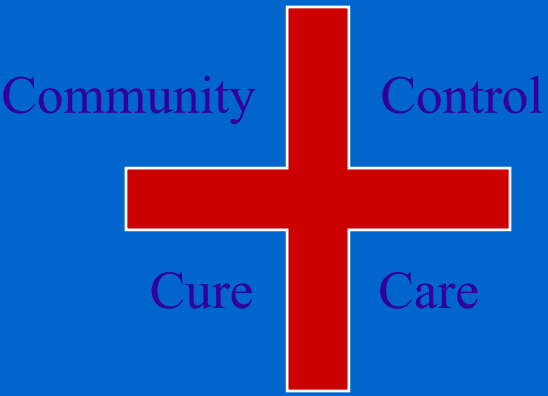


Health
and
Everything

Rotman Management



Health Care Integration



Feb 9, 2005

- No need to take notes
- This Presentation will be available on our web site when I return
 - www.healthandeverything.org
- For more information you can write to me at
 - sholom@glouberman.com



Hospitals are Complex

Inside/Outside Divide



Hospital: Trustees

Hospital: Managers

Community

UP

Control

Clinical Divide



OUT

IN

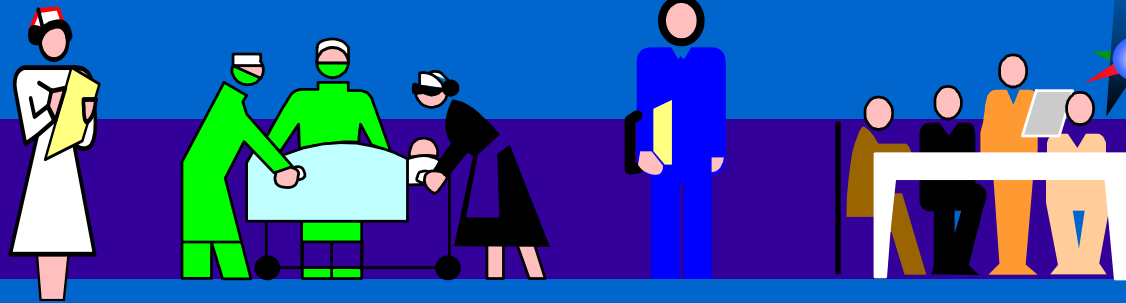
Cure

DOWN

Care

Hospital: Doctors

Hospital: Nurses and other health workers



	Nurses	Doctors	Managers	Boards
Career path	Up or Out	Steady State	Spiral	Transitory
Jobs in Career	Two	One	Five – Seven	Many
Organisational Type	Military	Practice in Chimney	Corporate Hierarchy	Committee
Value Base	Professional	Proficiency	Efficiency	Access to the Best, Fiscal Responsibility
Status	Staff Size	Specialty, Rank, Empire	Title, Budget, Span of Control	Role in the <i>Real</i> World
Currency	Hours of Nursing	Time	Money	Quality and Money
Job Security	Job Market	Virtual Tenure	Contractual	Time Limited
Metaphor	Scissors Cotton wool Hands	Scalpel	Axe	Gavel
Work Activity	Process	Intervention	Allocation	Meeting



Health Care Professionals at Baycrest

1. Arts and Crafts Specialist
2. Audiologist
3. Behavioural Neurologist
4. Chaplain (Rabbi)
5. Chiropodist
6. Client Financial Services Accountant
7. Clinical Nurse Specialist
8. Competency Assessor
9. Cultural and Heritage Specialist
10. Dance Movement Therapist
11. Day Care Specialist
12. Dentist
13. Diagnostic Imaging
14. Therapeutic Dietician
15. Ethicist
16. Family Medicine Practitioner
17. Fitness and Health Promotion
18. Greenhouse Programme
19. Laboratory Services
20. Legal Counsel (Competency)
21. Physician
22. Music Therapist
23. Nurse Educator
24. Nurse Clinician
25. Nurse
26. Occupational Therapist
27. Pharmacist
28. Physiotherapist
29. Psychiatrist
30. Psychologist
31. Research Scientist
32. Social, Cultural and Educational
33. Social Worker
34. Speech Pathologist
35. Therapeutic Recreationist



Differentiation: Integration or Fragmentation

Fragmentation	Differentiation	Integration
Separate schooling	Specific training	Combined basic education
Mutual Ignorance	Distinct knowledge	Common understanding
Professional rivalry	Professional concern	Professional Respect
Hidden conflicts	Different interests	Conflicts surfaced
Secret agendas	Separate goals	Shared agendas
Isolated acts	Special skills	General competence
Turf Battles	Individual roles	Big picture
Work to rule	Differentiated tasks	Mutual adjustment
Duplications & gaps	Unique Services	Collaborative processes



Health Care Systems are Complex

Inside/Outside Divide 

System: Politicians and Advocacy groups
Hospital: Trustees

Community

System: Regulatory Agencies
Hospital: Managers

Control

UP

Clinical Divide 

OUT

IN

Cure

Hospital: Doctors

System: Acute Hospitals

Care

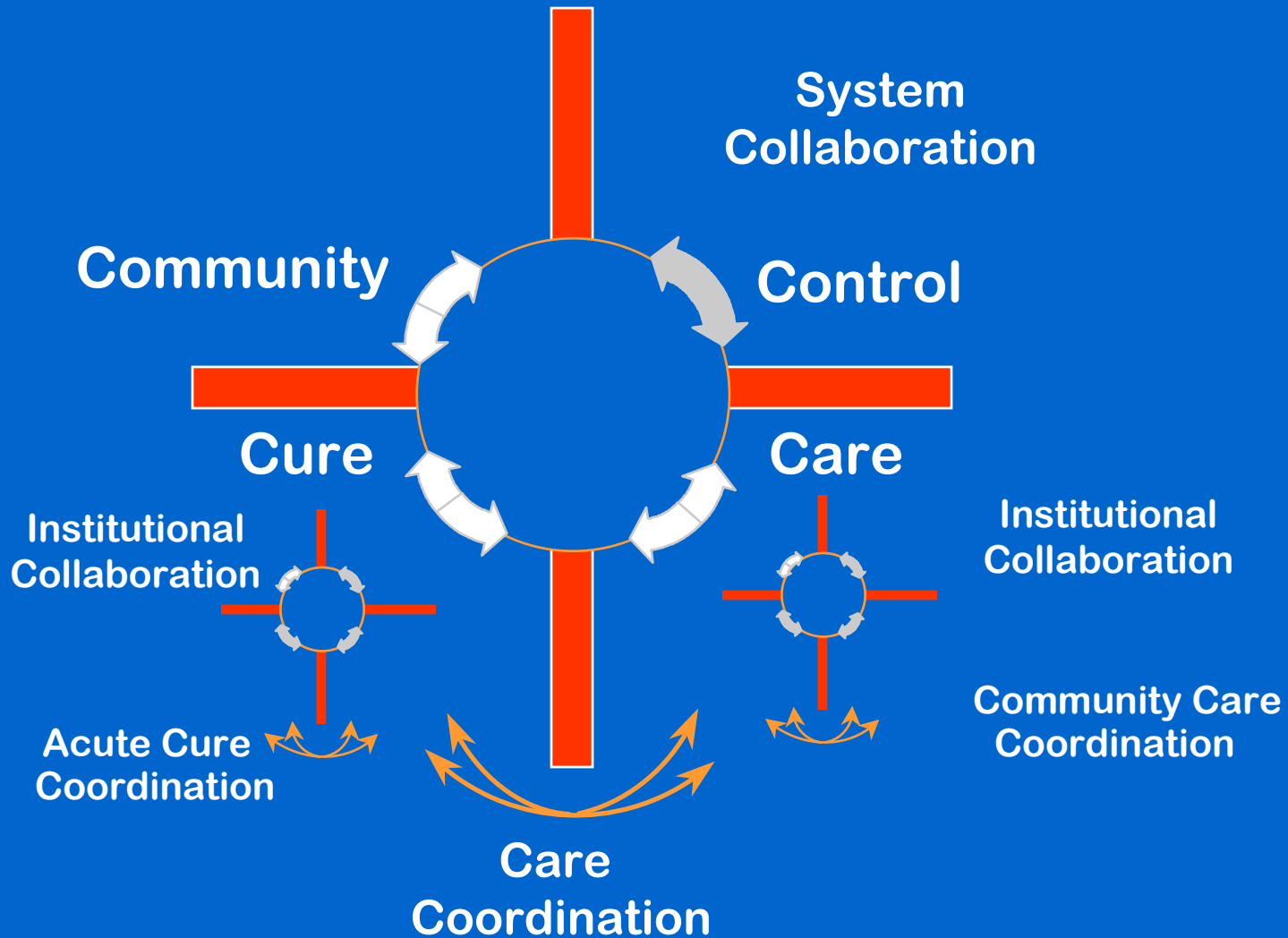
Hospital: Nurses and other health workers

System: Primary, Community and Home Care

DOWN



The Four Major Issues





Myths about Structure

- If we get it right everything will be OK
- Managing structural change is at times a defense against the primary task
- All conflicts are caused by structural dysfunction
- We must keep adjusting it until we get it right

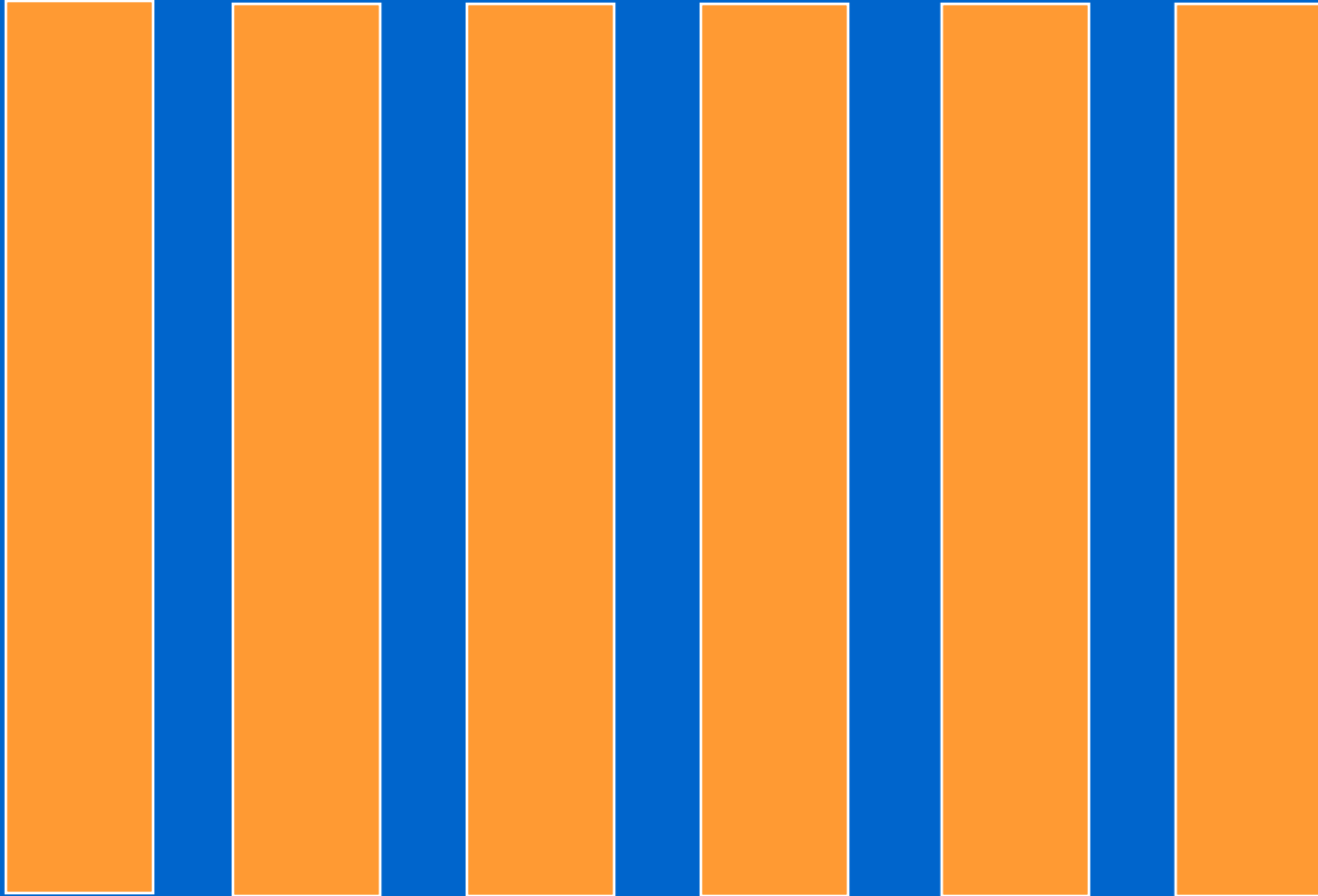


Some Structural Anomalies

- While UK creates independent foundation trusts, Ontario creates LHINs
- While US increased public funding for health care, New Zealand privatizes
- While US advocated more vertically integrated systems, UK created purchaser provider split.



Functional Chimneys



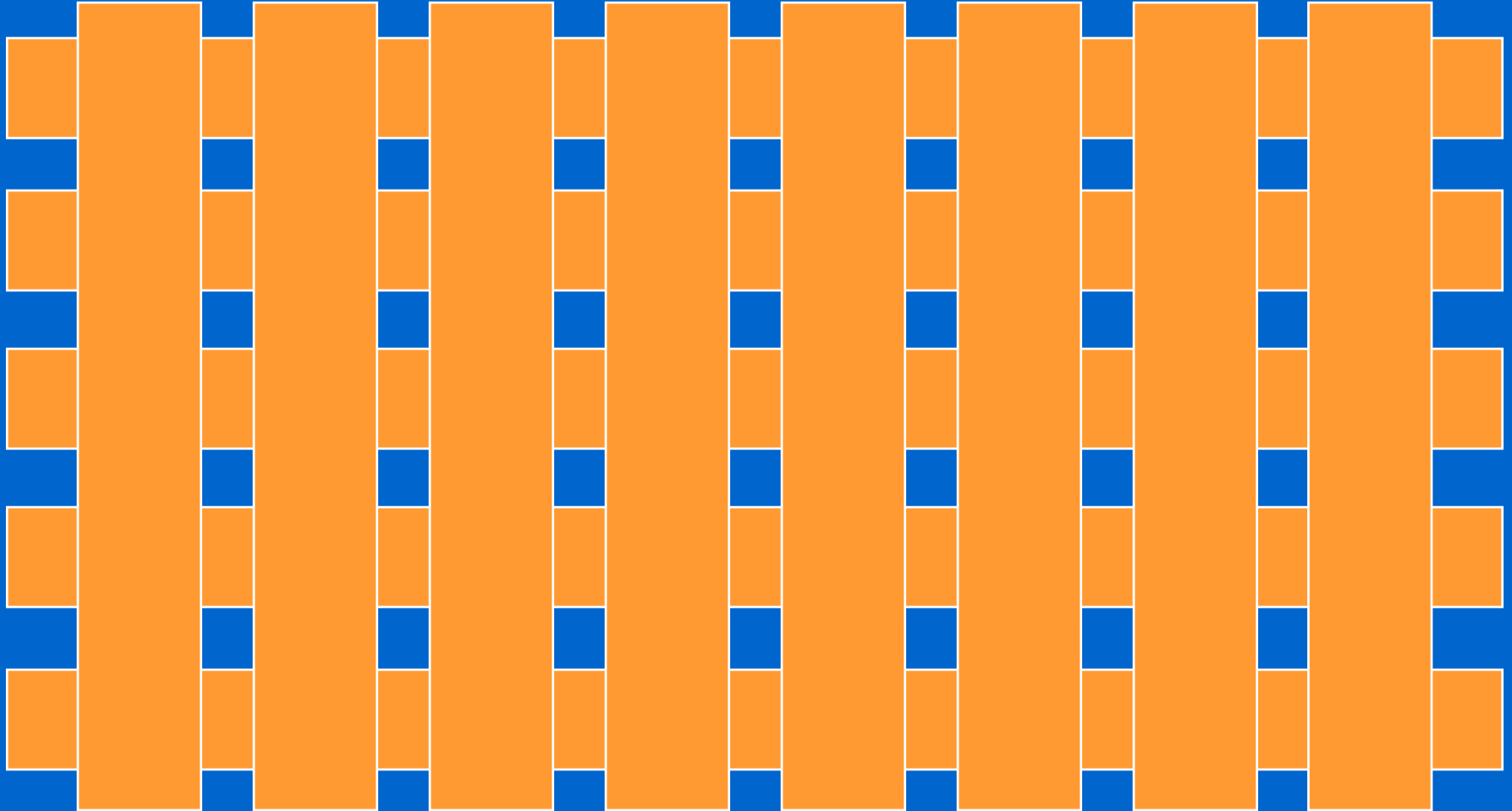


Programmatic Sewer Pipes





When you try to change



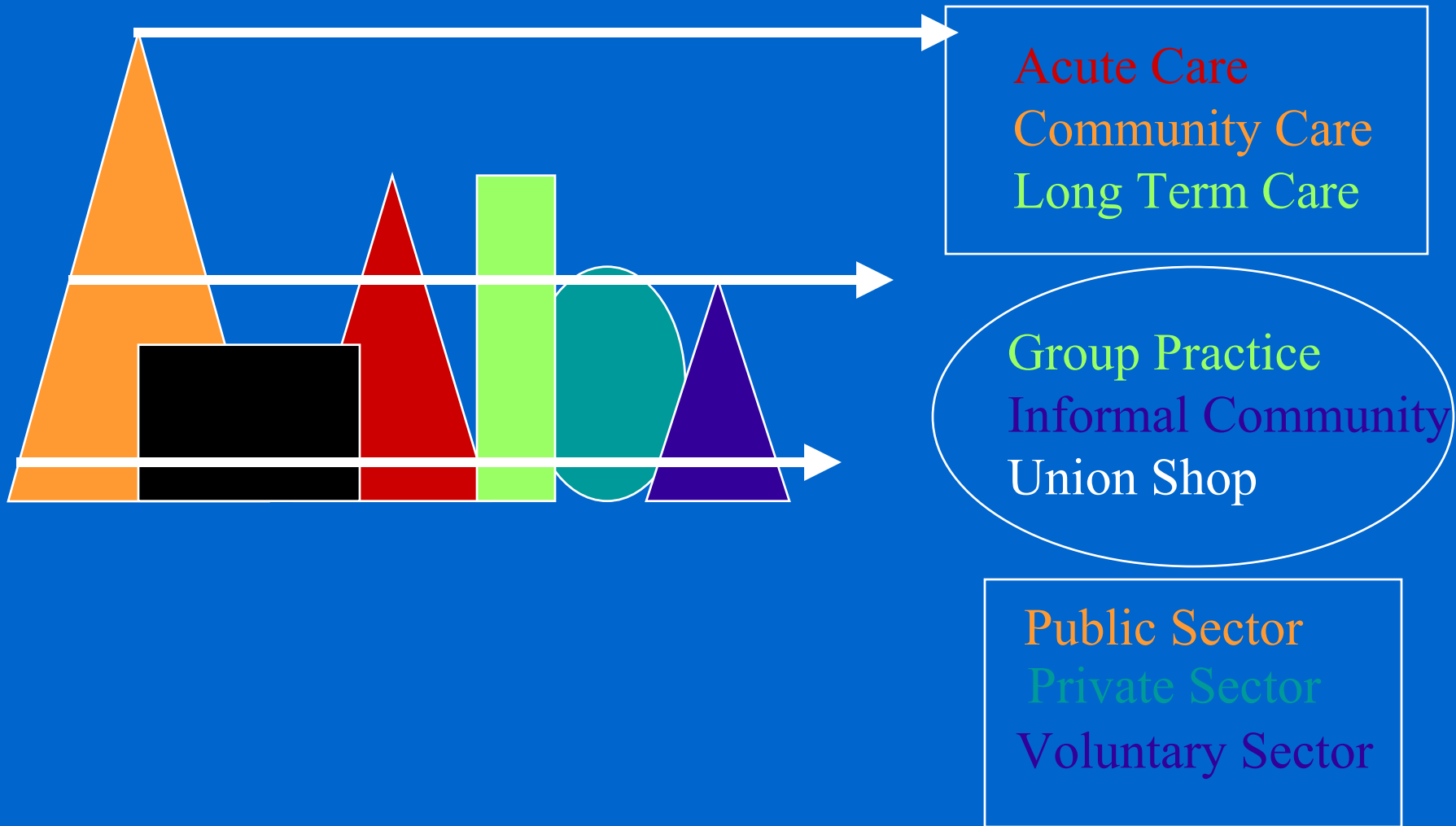


Vertically Integrated Systems

- Vertically integrated structure
- One stop access
- Single Mission
- Eliminate boundaries
- Reduction of choice
- Selection of clients
- Less agreement about what the mission means
- Boundaries become internal



The Typical System





Quiz Number 1

- How many not for profit and publicly funded health and health related organizations provide services in Southeast Toronto?
- 3?
- 34?
- 346?
- 3467?
- 34673?

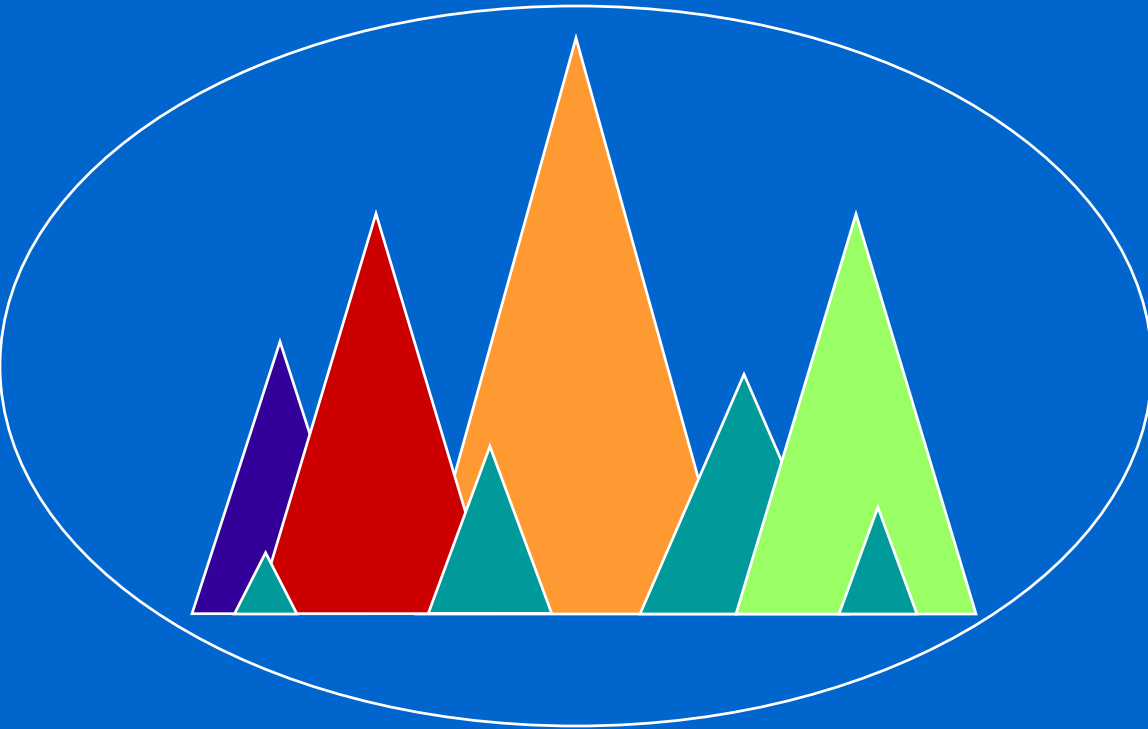


Answer to Quiz Number 1

- 3
- 34
- 346
- **3467**
- 34673



How Systems are Seen



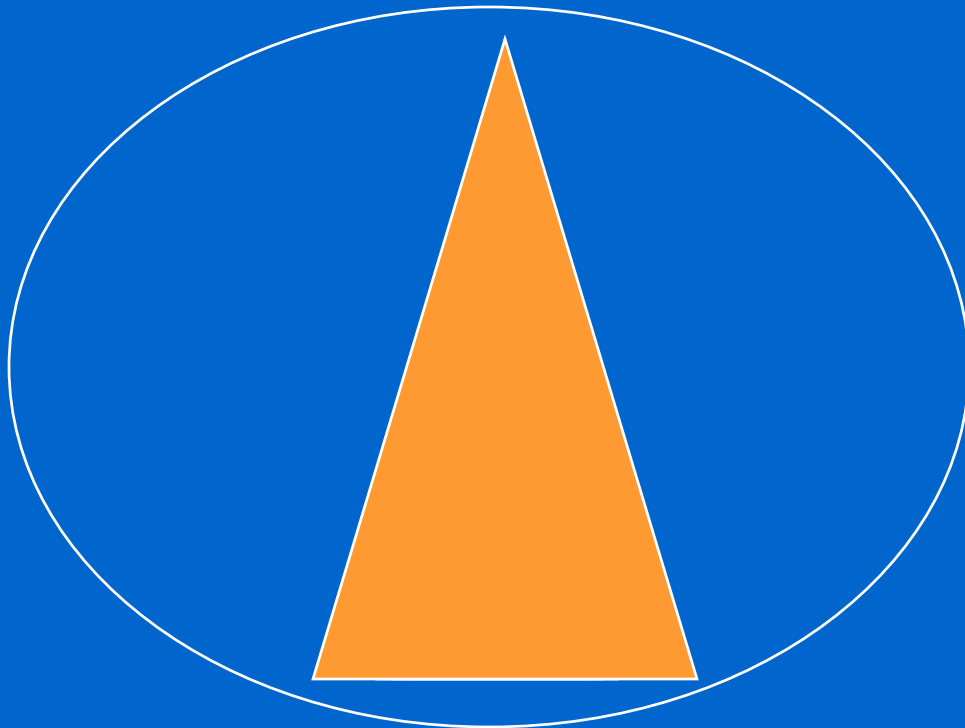
Acute Care
Community Care
Long Term Care

Group Practice
Informal Community
Union Shop

Public Sector
Private Sector
Voluntary Sector



The Solution



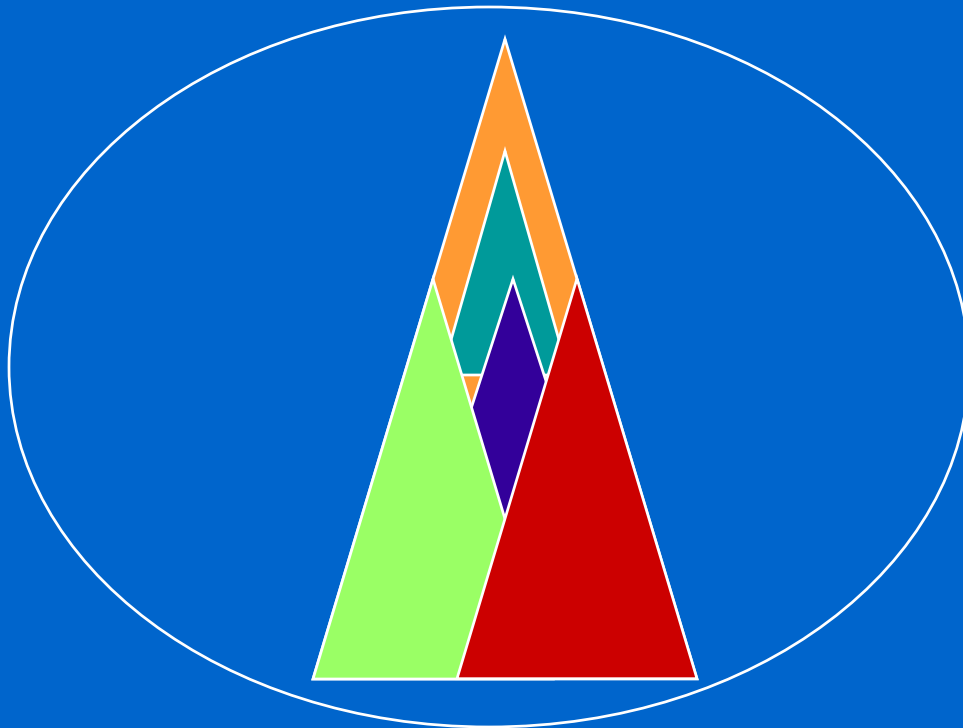
Acute Care
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The Solution



Acute Care
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Long Term Care

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Informal Community
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Public Sector
Private Sector
Voluntary Sector



Integration vs Coordination

- Structural integration (merging places) and service coordination (moving between places) are not identical
- Integrating places do not necessarily result in coordinated service
- Large hospitals are in one place but their services can still be poorly coordinated and fragmented.

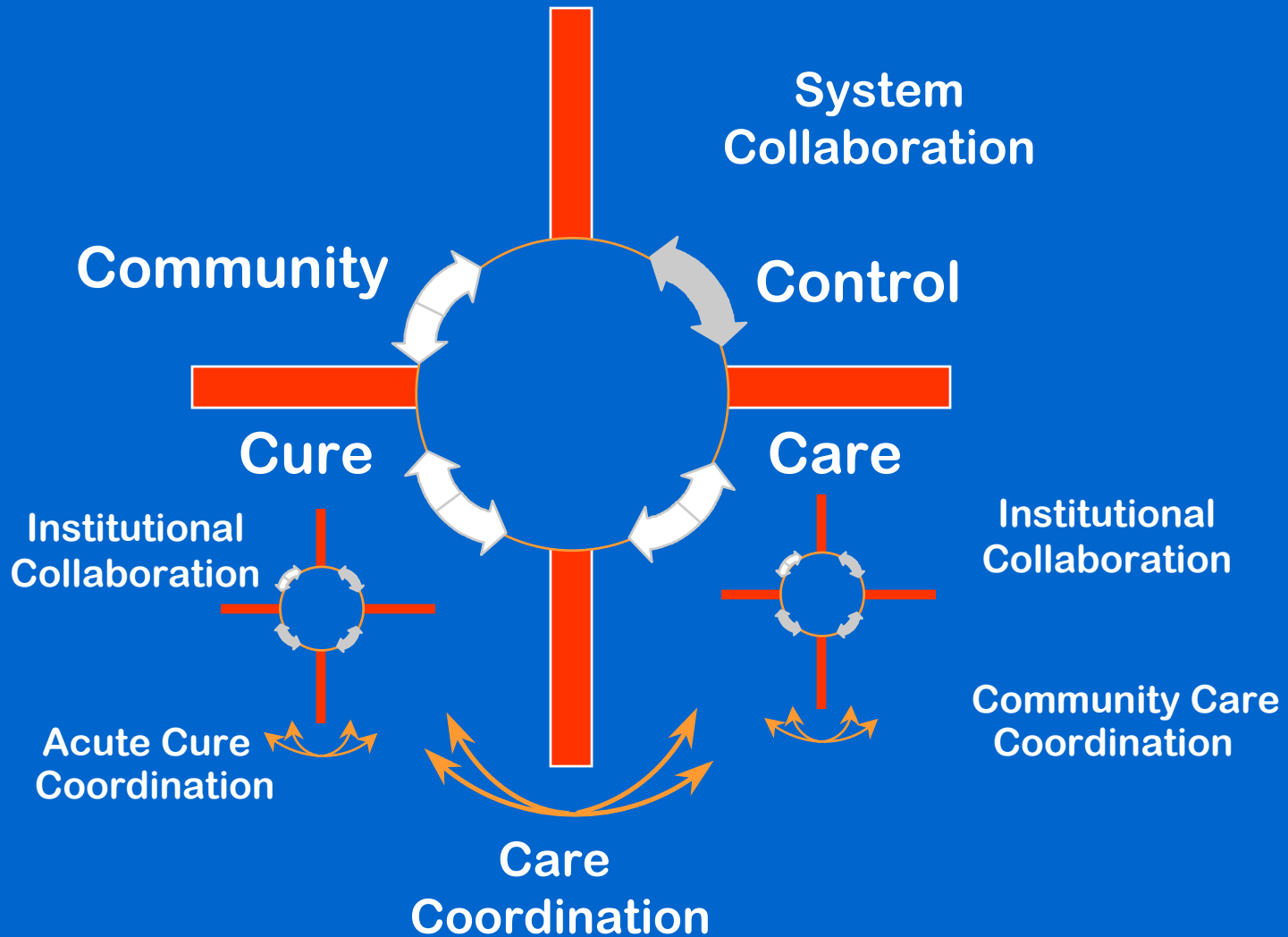
Bridge Building in Health Care

- “A good seam is a joy to behold” Itzchak Gordon
- Some boundaries are useful
- Not all boundaries are structural.
- Boundary conditions are highly differentiated.
- Boundaries can only be dealt with individually.
- Some must be eliminated others crossed

Boundroids

- Mind the Gaps
- Respect differences
- Seek horizontal & vertical knowledge
- Appreciate others' contributions
- Develop existing relationships
- Identify new partners

The Four Major Issues





5 Dimensions of Relationships

- Amount of Direct Contact
- Continuity
- Well Rounded Acquaintance
- Together as Equals
- Common Purpose