THE NATIONAL SCENE

PAN-CANADIAN HHR STRATEGY

- Builds on work done by Kirby, Romanow and First Ministers’ Accord 2003
- Created Advisory Committee on Health Delivery and Human Resources (ACHDHR)
- Three areas for action:
  - Human Resources Planning
  - Recruitment & Retention
  - Interprofessional Education for Collaborative Patient Centred Practice
HR STRATEGY FOR PHYSICIANS IN CANADA

• Concerted national effort to ensure an adequate number of physicians working effectively and offering the right care in the right areas of the country
• Three-phase initiative is one of the Government of Canada’s sector studies in health
• Five studies will shape recommendations for a national physician HR strategy
• www.physicianhr.ca

HR STRATEGY FOR PHYSICIANS IN CANADA

• January 2006 – Strategic directions that require immediate action to address physician shortages in Canada:
  ➢ A new national body to coordinate and improve physician human resource planning in Canada
  ➢ Various measures to ensure Canadians reap the full benefits of new ways to deliver health care using teams of various professionals working together
  ➢ Improved and ongoing research to monitor the demand for, and supply of, physicians in Canada to avoid future surpluses or shortages

INTEGRATED STRATEGY FOR NURSING HR IN CANADA

• Building the Future Project:
  ➢ To produce an integrated labour market strategy for the three regulated nursing occupational groups, and to see that strategy implemented
  ➢ Phase I: Examined the state of nursing in Canada (13 technical reports) and made recommendations
  ➢ Phase II: National consultation with health care and nursing stakeholders to develop strategies and action plans within the provincial, territorial and federal health human resource planning frameworks
  ➢ www.buildingthefuture.ca
PAN CANADIAN HHR STRATEGY

- Credentialing
  - New process to manage proposed changes to entry-to-practice credentials for medical and health professions
  - Will result in an analysis being provided to provincial and territorial governments outlining the strengths and weaknesses of a proposed entry-to-practice credential change

THE PROVINCIAL SCENE

MOHLTC – HHR UPDATE

- Published “Laying the Foundation For Change – A Progress Report on Ontario’s Health Human Resources Initiatives”
- Ontario’s Vision for Health Care
  - A health care system that helps people stay healthy, delivers good care when people need it, and will be there for our children and grandchildren
- Ontario’s HHR Goal
  - Ontario will have the right number and mix of appropriately prepared health care providers where and when they are needed
MOHLTC – HHR INITIATIVES HIGHLIGHTS

• Six Themes:
  1) Co-ordinating the Education System with the Health System
  2) Gathering Data on Current and Future Needs
  3) Improving Access to Doctors, Nurses and other Health Care Providers
  4) Supporting Providers to Work Collaboratively
  5) Using Innovative Technologies
  6) Supporting Providers in the Workplace

MOHLTC – HHR INITIATIVES HIGHLIGHTS

• MOHLTC/MTCU to develop comprehensive integrated HHR strategy:
  › Engage with stakeholders (including LHINS)
  › Innovative/flexible ways to educate health care providers
  › Create healthier workplaces
  › Make health care the career of choice, and Ontario the place to work

MOHLTC – HHR INITIATIVES HIGHLIGHTS

• Targets (2006-2010)
  › New tuition framework for post-secondary education
  › Pilot demographic databases on 9 regulated [allied] health professions
  › Enhance and expand Ministry capability to forecast optimal number and mix of providers required to meet population health needs
  › Establish a community-based nursing degree program in northern Ontario
MOHLTC – HHR INITIATIVES HIGHLIGHTS

- Targets (cont’d)
  - Increase Nurse Practitioner graduates from 75 to 150 annually
  - Graduate 337 more family physicians
  - Double the number of pharmacist grads (University of Waterloo program)
  - Provide $30M to increase access to clinical placements
  - Increase access to health science community college programs in rural and small communities

ONTARIO HOSPITAL ASSOCIATION

PROVINCIAL HHR STRATEGY

PROVINCIAL HHR STRATEGIC ADVISORY GROUP MANDATE

To develop a provincial health care HR strategy and tactical plan to facilitate the appropriate supply, distribution and utilization of health care providers, including physicians, to meet the service needs of Ontario hospitals.
VISION & MISSION

Vision
The right number of health care providers with the right qualifications, in the right place, at the right time, to meet the needs of Ontario hospitals.

Mission
To support Ontario hospitals in creating the people and organizational environment to achieve optimum patient care outcomes.

STRATEGIC PRIORITY #1

Establish collaborative health human resources (HHR) planning frameworks and accountabilities for Ontario hospitals and key stakeholders to enable system-wide solutions and approaches to provincial strategic HHR management.

Recommendations
1. Health system strategic HR planning frameworks and accountabilities.
2. Create a multi-stakeholder/multi-sectoral joint HHR policy & planning council (JHHRPPC).
3. OHA to create and maintain mechanisms for coordinating local and provincial HHR strategies amongst and between hospitals, geographically aligned with LHINS.
STRATEGIC PRIORITY #1
Update

- OHA meeting regularly with MOHLTC regarding health system HR issues
- Engaging LHINS regarding our health system HR planning model and framework
- Joint Industry Labour/Management Council – Labour Adjustment
- Exploring Provincial Credentialing Process (Telemedicine)

STRATEGIC PRIORITY #2

Support Ontario hospitals in adopting “World Class” strategic HR management programs, policies and practices, which are designed to foster employee engagement, improve retention and recruitment, and contribute to organizational effectiveness.

STRATEGIC PRIORITY #2
Recommendations

1. Hospitals in Ontario to develop a people support framework/philosophy.
2. HR Professionals in Ontario hospitals to adopt a progressive practice model.
3. OHA to establish and maintain forums for hospital HR professionals
4. Strengthen hospital system leadership capacity and management competencies.
5. Provincial strategy to promote health care careers.
STRATEGIC PRIORITY #2
Update

• Strategic and tactical HR forums – needs analysis and costing
• Preliminary redesign of HR practice resource centre
• May 26th OHA invitational symposium – “Leading Edge HR Practice – Does Your Hospital Measure Up”
• Develop a proposal to MOHLTC for health care careers provincial marketing campaign

STRATEGIC PRIORITY #3

Establish accountabilities and processes to align our health human resources strategies and requirements to future models of care.

STRATEGIC PRIORITY #3
Recommendations

1. Think Tank to explore, assess and identify health human resources requirements to align strategies with evolving models of health care delivery.
2. Health care HR planners (local, regional, provincial, federal) should adopt common frameworks, methodologies and tools.
3. OHA to take a leadership role in identifying and sharing innovative and successful models of HHR utilization in delivering high quality and safe patient care.
STRATEGIC PRIORITY #3
Update

Think Tank January 24th - Key Themes
- Health policy needs to be explicitly linked to HHR planning
- Innovative, interdisciplinary teams incorporating new roles and responsibilities (incentives are critical success factor)
- Need robust IT support (EPR, telehealth, distance education)
- Focus on chronic disease management and population health (prevention)
- Delivery will be centered on primary care
- Demand for acute care will grow as population ages
- Need a flexible workforce/flexible regulatory system
- System has to meet the needs of both the population and the health care providers
- Customization of work schedules

STRATEGIC PRIORITY #3
Update

- Think Tank – Next Steps
  - Knowledge transfer activities
  - Advisory Group to make further recommendations before end of May
- Mentorship Pilot Project
  - April 24th - Final Report and provincial symposium
- Provincial HHR Database

ONTARIO HEALTH SYSTEM
TRANSFORMATION

1. What is the most critical HR issue you are facing with respect to integration?
2. What solutions could be found at a provincial or “health system” level?
3. What do you think OHA could do insofar as finding and implementing solutions to help hospitals?
THANK YOU!