



Finding Common Ground: Consultations and Directions

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About CPRN

- A not-for-profit, non-partisan think-tank established in 1995
- Organized around four research networks: Work, Family, Health & Public Involvement
- Our mission is to create knowledge and lead public debate on social and economic issues important to the well-being of Canadians
- Our goal is to help make Canada a more just, prosperous and caring society.

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Some Context

- Government of Saskatchewan has a commitment arising from the First Ministers Meeting of Sept. 2004
 - To report to its residents on the development and implementation of an integrated HHR plan for the province by December 2005
- Sask Health held widespread one-on-one consultations with stakeholders
- Stakeholders made extensive comments and provided significant amounts of advice



Getting to a Dialogue

- One-on-one consultations are necessary but not sufficient (provided debate on goals & vision and advice on solutions)
- Need to look for a way to get stakeholders to collectively provide advice that reflects:
 - Their needs and aspirations within the system
 - The needs and aspirations of the other actors in the system
- Need to begin to set priorities and next steps



What was heard from you...

- Five themes emerged from the consultations:
 - Quality of Care
 - Workplace Environment
 - Education & Training
 - Evidence-based Planning
 - Roles, Responsibilities and Relationships
- None are watertight & there is considerable overlap...but they are useful at least as broad categories



The Challenges

- Quality of Care
 - Recruitment and retention issues with multiple dimensions (multiple professions, urban/rural, north/south, etc.)
 - Lack of standards re: staffing
 - Inaccessibility of mental health services
 - Need better capacity to address Aboriginal pop's needs
 - Multidimensional issue which incorporates recruitment, cultural issues, and a lack of Aboriginal providers



The Challenges

- Workplace Environments
 - Poor management of workloads
 - Generational differences in experience, attitudes, expectations and values
 - OH&S concerns
 - Too much reliance on casual labour vs. too little access to casual labour for vacation/sick relief
 - Overburdened managers coping with overburdened staff
 - Creating representative workplaces



The Challenges

- Education and Training
 - Getting Aboriginal students into the system
 - Clinical training and practicums
 - Ensuring consistent set of core competencies and skills (classroom education vs. practical training)
 - Getting under qualified applicants up to skill levels



The Challenges

- Evidence Based Planning
 - Data gaps identified
 - Need for better data linkages between organizations
 - Need better knowledge transfer between actors



The Challenges

- Roles, Responsibilities and Relationships
 - Scope of practice issues
 - Full scope of practice linked to 'quality of care' not just 'substitution' because of shortage
 - Primary care team development
 - Process dominated by a couple of professions, lack of appreciation of skill sets between professions



The Solutions Provided

- The Solutions Fell Into Some Broad Categories as well:
 - **Experimentation and Flexibility** (NOTES: experimentation and creativity is needed for the effective use of primary health teams, practicum placements, staffing needs, etc.)
 - Funded Pilots with Commitments to Implement Good Practices?
 - **Need common sets of guidelines and definitions** (NOTES: staff mix, scope of practice, competencies, scope of practice)



The Solutions Provided

- **Collaboration** (NOTES: information sharing and data linkages, coordination between educational institutions to ensure that practicums reflect workforce needs; etc)
- **Focus on improving access** (NOTES: professional development, access to practicums, access to educational programs, access to evidence, promote telehealth options),
- **Improving Respect** (NOTES: Aboriginal health, interdisciplinary teams, scopes of practice, workplace environment, etc)

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Beginning Points

- Develop an interprovincial exchange of information (e.g. best practices) related to hhr planning, vacant positions, quality workplace initiatives, etc from both within and outside of the province.
- Create common definitions of, and clarify scopes of practice, competencies, etc...
- Create a provincial HHR body comprised of stakeholders from educational institutions, government, employers, providers, unions, and regulatory bodies which will direct HHR plan.



A Successful Plan...

- Quality of Care
 - Considers health needs of communities, goes beyond acute care
- Workplace Environment
 - Focuses on the positive not the negative (more learning, less blaming)
 - Is representative of the population (esp. Aboriginal)
 - Reduces absenteeism, sick leave and over reliance on casual labour
 - Safe and properly equipped...



A Successful Plan

- Education and Training
 - Adequate number of seats for province's needs
 - Better coordinated & effective practicum and clinical placements
- Evidence Based Planning
 - Better data collection, analysis and dissemination
- Roles, Responsibilities and Relationships
 - Full scope of practice
 - Teams focused on community needs not professions



Sask Health's Thinking So Far...

- In response to the consultation, Sask Health has already revisited the Vision, Principles and Goals



Vision

The vision was reworked to include:

- Characteristics of workforce;
- A model based on the continuum of care; and
- Integrated care.



Principles

The Health Human Resource Plan Guiding Principles include the following considerations:

- Need to build a representative workforce;
- A human resource plan engages all health sector representatives; and
- A human resource plan needs to be responsive of health needs and workforce requirements



Goals

The goals were reworked to include the following:

- Aboriginal participation in health sector occupations;
- Better alignment with information needs and requirements and educational and training supplies;
- Connections made between skill mix, full utilization, and number of providers with safe, high-quality care.



Getting to the Dialogue...

- Conference success depends on several factors:
 - An acceptance that everyone has a role to play
 - Honesty, frankness and respect
 - The movement toward a common ground rather than going over past debates
 - Remembering that the system belongs to the residents of Saskatchewan, not to the actors within it...





For additional information:

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