



SPECIALIST SERVICES COMMITTEE
THREE YEAR STRATEGIC PLAN
 2016/17 – 2018/19
 JUNE 2016

VALUES

Patient and Family Centred • Collaborative • Continuous Quality Improvement

VISION

Patients and families receive the highest quality of health care.

MISSION

To collaborate with Specialist Physicians and Health Authorities to improve access for patients to needed, evidence-based, quality services.

MANDATE

SSC facilitates collaboration between the Government, the Doctors of BC and the Health Authorities on the delivery of Specialist Physician services to British Columbians and supports the improvement of the specialist care system.

STRATEGY

The SSC's Quality and Innovation Strategy aims to improve patient care by working with health authorities and other partners to support physician participation and collaboration in the health system; enabling health system improvement initiatives; and supporting physicians with appropriate training, incentives and resources.

**COMMITTEE STRATEGY:
WHAT SSC DOES**

1. **Engaging Physicians:** Support structures and venues for physicians to discuss, prioritize and participate in system improvement opportunities.
2. **Enabling Health System Improvement:** Fund and support physicians in existing and new quality improvement initiatives, and promote spread.
3. **Supporting Physicians to Deliver Quality Care:** Build physician capacity in leadership and QI skills; incent physicians to improve access and coordination of care; and provide staff resources to support physicians and initiatives.

**COMMITTEE GOALS:
WHAT SSC ACHIEVES**

1. Patients receive the highest **quality** of care from specialist physicians.
2. Specialist physicians, health authorities, patients and other partners **collaborate** to improve the health system.
3. **Continuous quality improvement** efforts, best practices, and lessons-learned are leveraged and spread.



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COMMITTEE ACTIVITIES: WHAT SSC DOES	COMMITTEE OBJECTIVES: WHAT SSC ACHIEVES
<p>1. ENGAGING PHYSICIANS</p> <p>1.1 <u>Facility-Based Physician Engagement</u>: Fund and support engagement of facility-based physicians and health authorities to identify and work on issues directly affecting the medical staff.</p> <p>1.2 <u>Regional Quality Improvement</u>: Fund and support physician participation in regional and facility-based quality improvement structures/venues in alignment with health authority programs.</p>	<p>1.1 Physicians are able to identify and prioritize issues through effective lines of communication between physicians and between physicians and health authority leadership.</p> <p>1.2 Physicians have regional and local venues to effectively participate, coordinate, and act on quality improvement opportunities to improve patient care.</p>
<p>2. ENABLING HEALTH SYSTEM IMPROVEMENT</p> <p>2.1 <u>Health System Redesign Fund</u>: Fund specialists to participate in various health system redesign initiatives led by health authorities.</p> <p>2.2 <u>Quality & Innovation Projects</u>: Fund and support specialist-led quality improvement projects at the local, regional and provincial levels.</p> <p>2.3 <u>SSC Provincial Projects and Spread</u>: Support and lead initiatives that can be leveraged and spread.</p>	<p>2.1 Health authorities are able to engage Specialists in time-limited system improvement initiatives identified by HAs.</p> <p>2.2 Patients and families receive quality care from specialists and their teams who are enabled to lead quality improvement projects.</p> <p>2.3 More patients and families benefit from quality improvement initiatives, through SSC's efforts to share and spread learnings, best practices and successes across BC.</p>
<p>3. SUPPORTING PHYSICIANS TO DELIVER QUALITY CARE</p> <p>3.1 <u>Leadership and QI Training</u>: Fund physician skills training in leadership and quality improvement.</p> <p>3.2 <u>Service Delivery (SSC Fees)</u>: Develop and manage incentives/fees to support enhanced quality of care.</p> <p>3.3 <u>SSC Resources</u>: Provide local and regional staff resources to support physicians with facility engagement & quality improvement activities.</p>	<p>3.1 Specialists have the capacity to be effective health system leaders and have the skills to lead quality improvement and change initiatives.</p> <p>3.2 Patients and families receive timely access and coordinated care from specialists.</p> <p>3.3 Specialists have staff resources to support their efforts to better coordinate, and to lead quality improvement initiatives at the regional and local levels.</p>



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JUNE 2016

TACTICS

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| <p>A. SSC will build strong health system partnerships to enable physicians, health authorities, and other partners better communicate, coordinate, and collaborate to improve patient care.</p> <p>B. SSC will work with partners to collaborate and align on areas of strategic priority, while also supporting patient and family care needs.</p> <p>C. SSC will invest in initiatives that measurably achieve the IHI Triple Aim.</p> | <p>A. SSC contributes towards a collaborative approach within the health system, while clinicians have more avenues to coordinate improvements to patient care.</p> <p>B. SSC contributes towards alignment and coordination on health system initiatives of strategic priority.</p> <p>C. SSC improves health outcomes, patient and provider experiences of care, and positive cost impact to care.</p> |
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ALIGNMENT - PRIORITY AREAS FOR DIALOGUE AND PLANNING

The SSC will work with the other Joint Clinical Committees (JCCs) to further align and coordinate strategies and initiatives where beneficial and appropriate. SSC will also work with other provincial and regional partners and stakeholders to find opportunities and areas of alignment within the strategic priorities, including partnering to co-develop and co-lead projects and initiatives that engage and enable specialists to improve care for patients and families.

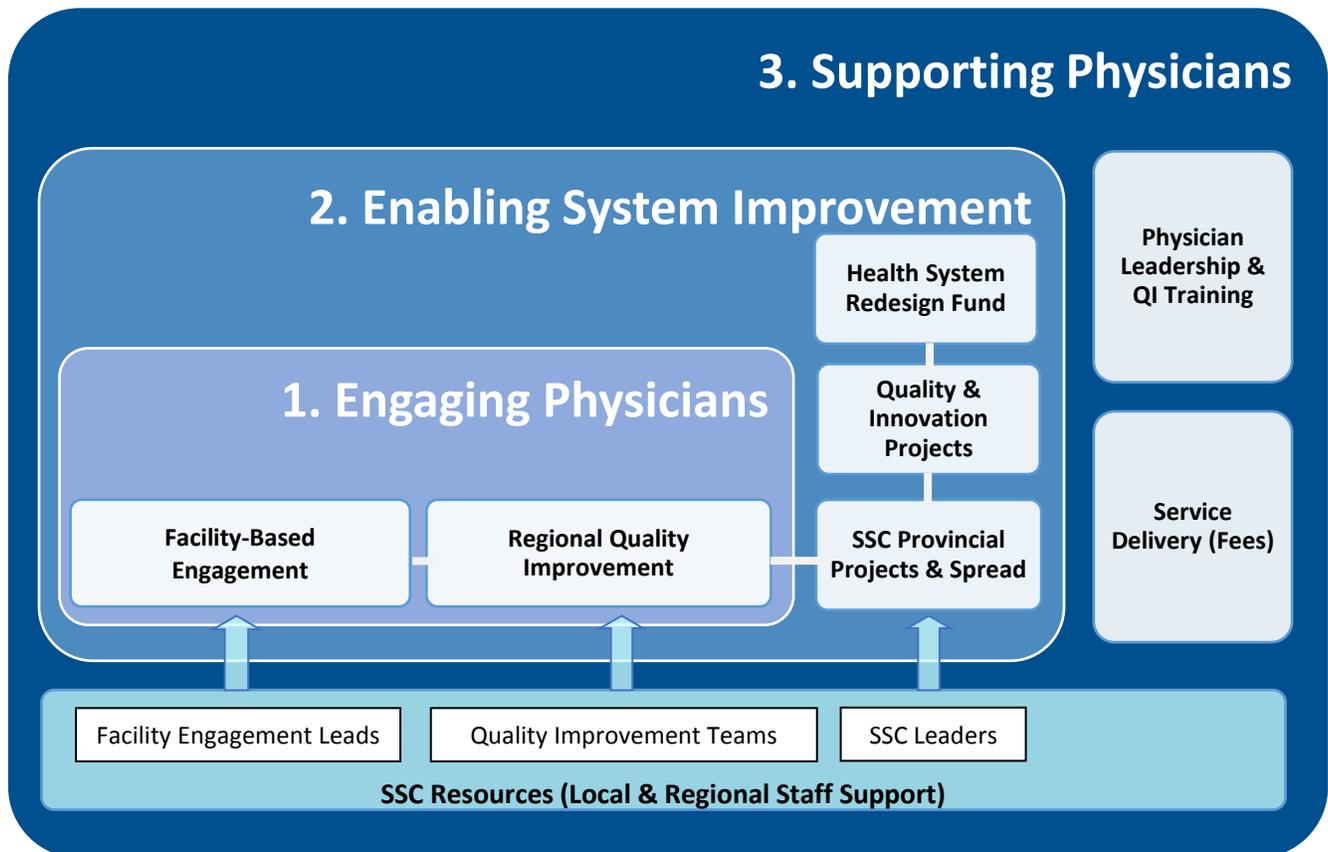
- 1. Strategic Priorities** – Over the 3-year period, SSC will work with JCC partners and other stakeholders on a patient and family-centred approach to address the health system strategic priorities: Primary and Community Care, Surgical Care, Rural and First Nations Health, Seniors and Frail Elderly, and Mental Health and Substance Use.

The SSC will work with the Ministry of Health, health authorities, the Doctors of BC and other partners to identify and act on opportunities to engage and involve physicians to help develop and achieve strategic priorities. The SSC will explore how funding from SSC can further support the involvement of physicians in these strategic priorities.

- 2. Leadership and Quality Improvement Training** – SSC will work across JCCs to develop a more robust and coordinated physician leadership and QI training program for Specialists and General Practitioners.
- 3. Quality Improvement** – Recognizing that change management and quality improvement support is critical to successful change, the SSC will work with health authorities and other partners to effectively involve physicians, coordinate and align quality improvement approaches, and to leverage resources and efforts to enhance patient care. As greater interest and focus is placed on QI, SSC commits to work with the JCCs, health authorities and other stakeholders to enable a coordinated and integrated QI approach across the province.

SSC Quality and Innovation Strategy

The SSC's Quality and Innovation Strategy aims to improve patient care by working with health authorities and other partners to support physician participation and collaboration in the health system; enabling health system improvement initiatives; and supporting physicians with appropriate training, incentives and resources.





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2016/17 – 2018/19

JUNE 2016

Executive Summary

The Ministry of Health, Doctors of BC and health authorities have committed to greater engagement of physicians and to collaborate at the provincial, regional and local levels to improve care for patients and families.¹ To support this commitment, the Specialist Service's Committee's mission is to collaborate with Specialist Physicians to improve access for patients to needed, evidence-based, quality services.²

To achieve these aims, it has been recognized that physicians require enablers, including:

- Effective venues for physicians to identify and prioritize issues and to effectively communicate with health authorities,
- Opportunities for physicians to act on initiatives to improve care for patients, and
- Supports for physicians to deliver quality care and be effective participants and leaders within the health system.

Within this context, the SSC's Quality and Innovation Strategy aims for patients and families to receive the highest quality of health care by working with physicians through three primary elements:

1. Engaging physicians in planning and coordination of the health system,
2. Enabling their involvement in health system improvement initiatives, and
3. Supporting them with appropriate training, incentives and resources.

The SSC will implement its strategy based on the values of being patient and family-centred, collaboration with partners, and fostering continuous quality improvement in the health system.

SSC's Quality and Innovation Strategy

1. ENGAGING PHYSICIANS

Within the first component of the Quality and Innovation Strategy, the SSC will continue to implement two core initiatives for physicians at the local and regional levels to identify, prioritize, and act on patient care issues within health authority facilities and programs. Through these initiatives, physicians will be better positioned to improve on patient and family-centred care and help advance the health system priorities.

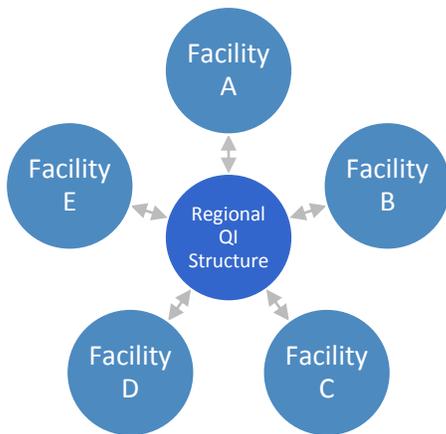
1.1 Facility-Based Engagement initiative: As outlined in the 2014 Memorandum of Understanding on Local and Regional Engagement under the Physician Master Agreement, SSC will fund and support engagement of facility-based physicians and health authorities to identify and advance patient and family-focused issues that directly affect the medical staff. Specialists and General Practice physicians will be better able to identify and prioritize issues through effective lines of communication between physicians and between physicians and health authority leadership.

1.2 Regional Quality Improvement initiative: SSC will fund and support physician participation in regional and local QI structures and venues. Physicians will be able to meet, participate in, coordinate, and act on quality improvement opportunities to enhance patient care and also access SSC funded QI resources and expertise.

¹ 2014 Physician Master Agreement and Memoranda of Understanding for Provincial, Regional and Local Engagement.

² 2014 Specialists Subsidiary Agreement

The focus is on increasing the involvement of physicians in Quality Improvement initiatives. This will be aligned with the health authority’s overall quality strategy, focus on physician-led quality improvement and remain distinct from Health Authority Quality Assurance responsibility and mandate. This initiative may include funding physician champions to participate in regional quality improvement committees or networks, and to support their time to lead specific quality improvement projects and initiatives identified by physicians or health authorities.



Linkage between the Facility-Based Engagement and Regional Quality Improvement initiatives:

Medical staff will prioritize and action issues of interest and importance in their local facility.

Priorities that are identified by medical staff in individual facilities can be brought to a regional physician QI committee or network for discussion and action, particularly when the issues cross individual facilities within a health authority, or potentially cross health authorities.

Local facilities may in some cases be able to access the SSC-funded Quality Improvement staff resources where available.

2. ENABLING HEALTH SYSTEM IMPROVEMENT

Specialist physicians have identified a desire and commitment to improve access and quality of care for patients, but require opportunities and funding to enable their involvement in system change initiatives. In accordance with the SSC’s role to *identify and support time limited projects that have measurable patient-centred goals focused on system redesign and expediting access*³, SSC will fund specialists through several means to participate in or lead time-limited quality improvement projects and initiatives at the local, regional and provincial levels. An intent is to align these with Health Authority goals, structures and capacity, to effect patient and family-focused system change.

2.1 Health System Redesign Fund: SSC, along with the GP Services Committee and the Shared Care Committee, SSC will continue to contribute towards a fund that will enable health authorities to compensate physicians to participate in various health system redesign initiatives led by health authorities.

2.2 Quality & Innovation Projects: SSC will fund and support time-limited specialist-led quality improvement projects at the local, regional and provincial levels. The intent of the Quality and Innovation Fund is to support physician-identified, and health authority-endorsed opportunities to improve patient care, in coordination with health authorities and other partners. Focus will be on projects that a) prototype new and innovative ways to deliver care aligned with the IHI Triple Aim, b) implement and imbed improvements to patient care pathways, and c) adopt evidence-informed national and international best practices.

³ 2014 Specialists Subsidiary Agreement, Article 5.6b.



SPECIALIST SERVICES COMMITTEE
THREE YEAR STRATEGIC PLAN
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Through the Fund, projects approved by the SSC will enable specialists to lead quality improvement efforts and to work with other providers and health authority facilities or programs where appropriate. SSC may also support other time-limited project resources such as project or quality improvement staff resources, and where warranted, time-limited funding for allied providers.

The SSC will support the completion of approximately 20 projects that were initiated in 2012, and support approximately 30 more projects over the next several years that were approved in 2015. Every effort is made to work with health authorities and other partners to ensure sustainability and spread of successful initiatives and projects sponsored by SSC. The SSC may in the future consider supporting additional specialist-led projects that align with the SSC's Funding Principles, and which contribute towards strategic priorities and key patient populations.

2.3 Spreading Improvement: SSC will support and potentially lead initiatives that can be leveraged and spread, including from the successful Quality and Innovation projects initiated in 2012 and 2015, Health System Redesign projects, and other sources. The focus will be on providing opportunities for clinicians to participate in shared learning and action across health facilities, programs and regions on a particular patient population or condition, and to encourage greater standardized and coordinated approaches to patient care across BC.

Examples of such coordination could include facilitating structured and time-limited Collaboratives (following the IHI Breakthrough Series model), and linking networks of physicians and other clinicians to improve patient care pathways.

3. SUPPORTING PHYSICIANS TO DELIVER QUALITY CARE

The third strategic component is comprised of three distinct initiatives to support physicians to deliver enhanced care to patients. The three initiatives are to build physician capacity in leadership and QI skills; incent physicians to improve access and coordination of care; and provide SSC-funded staff resources to support physicians and initiatives endorsed by SSC.

3.1 Leadership and Quality Improvement Skills Training: SSC will fund physician skills training in leadership and quality improvement. Currently, the SSC provides specialists funding to take physician leadership and quality improvement courses offered by partners or external providers. Funding for up to \$10,000 for each specialist per fiscal year may be used to cover reimbursement for the cost of course tuition, and necessary travel and accommodation costs.

Following the completion of a review of the current Leadership Scholarship Program, which aims to identify gaps in physician leadership and quality improvement training needs, the SSC will examine how to improve and enhance the program to enable greater opportunities for more specialists to access and benefit from training funding in a sustainable and cost-effective manner. Options may include working with partners such as the BC Patient Safety and Quality Council to deliver quality improvement training to physicians, as well as working with the Canadian Medical Association's Physician Management Institute (PMI) and health authorities to deliver more PMI courses in BC.



SPECIALIST SERVICES COMMITTEE

THREE YEAR STRATEGIC PLAN

2016/17 – 2018/19

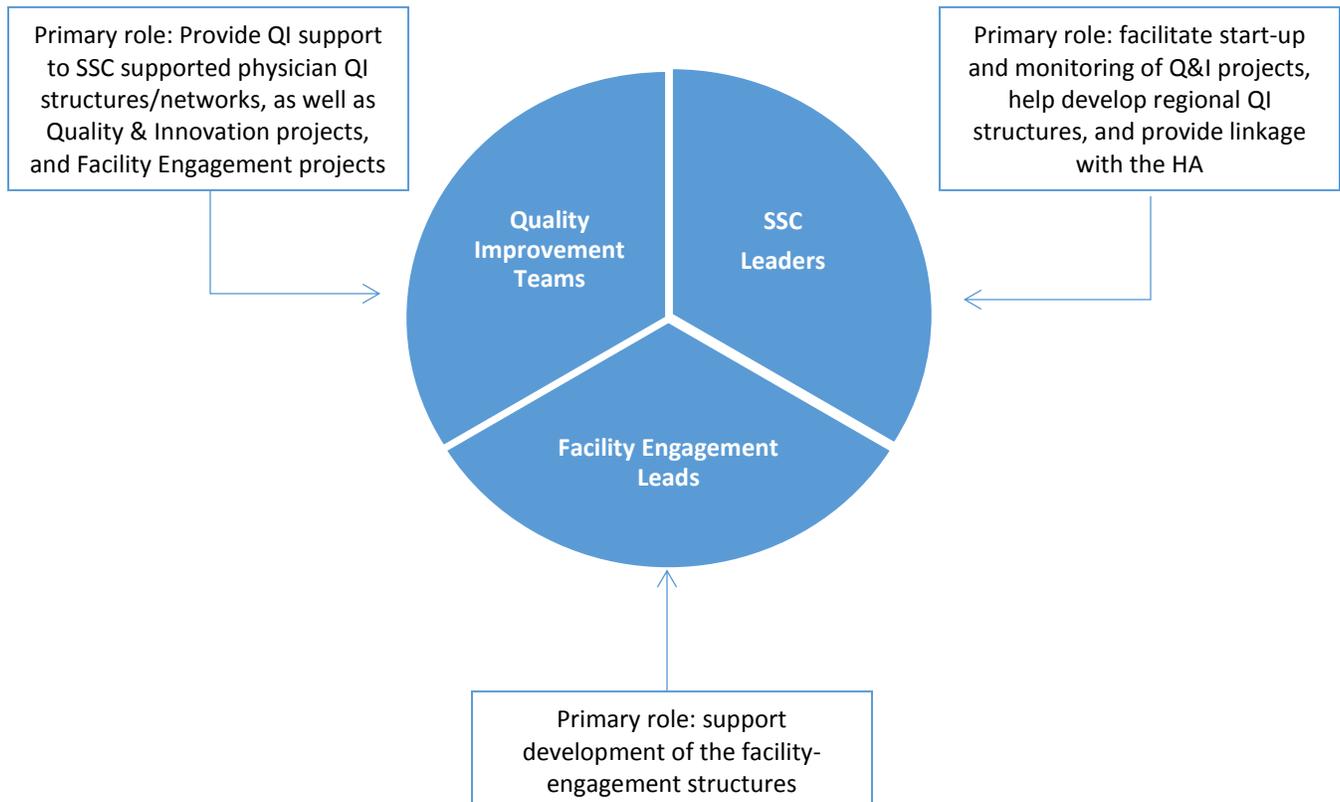
JUNE 2016

3.2 Service Delivery (SSC Fees): SSC will implement and manage fees to support specialists to provide timely access and coordinated care to patients and families. SSC fees will continue to focus on enabling specialists to provide timely advice to other clinicians through various means and modalities of communication; to coordinate and jointly plan care with multidisciplinary providers; and to provide patients with more efficient and timely access to care and follow-up care. Fees will be monitored, managed and evaluated to assess the impact on patient experience of care, health outcomes and the overall cost of care.

3.3 SSC Funded Support Staff Resources: Physicians have identified a need for assistance to support quality improvement efforts, including expertise in QI, data analysis and other supports. SSC will provide local and regional staff resources to support physicians and their efforts to coordinate, plan, and to lead quality improvement initiatives at the regional and local levels. SSC will fund and trial three types of staff resources:

- HA - SSC Leader (health authority staff)
- Quality Improvement Teams – (health authority staff) may include quality improvement advisors, project managers, data analysts and other QI support staff.
- Facility-Engagement Leads – (SSC staff)

SSC-funded resources will coordinate to ensure alignment and leverage opportunities across SSC initiatives and within each HA.





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THREE YEAR STRATEGIC PLAN
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Strategic Evaluation Framework

The SSC has adopted a strategic evaluation framework to assess the process, outcomes and impact of the SSC’s work and investments for the period from 2016/17 to 2018/19. The purpose of the framework is to a) report on the performance and impact of the SSC, b) facilitate continuous quality improvement in our activities and investments, and c) facilitate accountability to our parent organizations.

Specialist Services Committee (SSC)
**Strategic
 Evaluation
 Framework**



IMPACT EVALUATION QUESTIONS	IMPACT DOMAINS
To what extent has the SSC contributed to improvements in health care service delivery and quality care?	<input checked="" type="checkbox"/> Acceptability <input checked="" type="checkbox"/> Appropriateness/Effectiveness <input checked="" type="checkbox"/> Access <input checked="" type="checkbox"/> Efficiency <input checked="" type="checkbox"/> Integration <input checked="" type="checkbox"/> Experience of Care <input checked="" type="checkbox"/> Safety <input checked="" type="checkbox"/> Per Capita Cost
To what extent has the SSC contributed to improved patient health outcomes?	<input checked="" type="checkbox"/> Well being <input checked="" type="checkbox"/> Function <input checked="" type="checkbox"/> Conditions
To what extent has the SSC contributed to improved health care leadership?	<input checked="" type="checkbox"/> Engagement and Collaboration <input checked="" type="checkbox"/> Innovation and QI <input checked="" type="checkbox"/> Spread and sustainability
Did SSC initiatives and projects result in any unintended consequences?	<input checked="" type="checkbox"/> All
PROCESS EVALUATION QUESTIONS	PROCESS DOMAINS
To what extent has the SSC implemented its strategic plan and priorities?	<input checked="" type="checkbox"/> Engaging physicians <input checked="" type="checkbox"/> Enabling health system improvements <input checked="" type="checkbox"/> Supporting physicians to deliver quality care
To what extent are SSC’s organizational practices efficient and effective?	<input checked="" type="checkbox"/> Governance <input checked="" type="checkbox"/> Brand recognition <input checked="" type="checkbox"/> Leadership <input checked="" type="checkbox"/> Reputation <input checked="" type="checkbox"/> Team functioning <input checked="" type="checkbox"/> Alignment

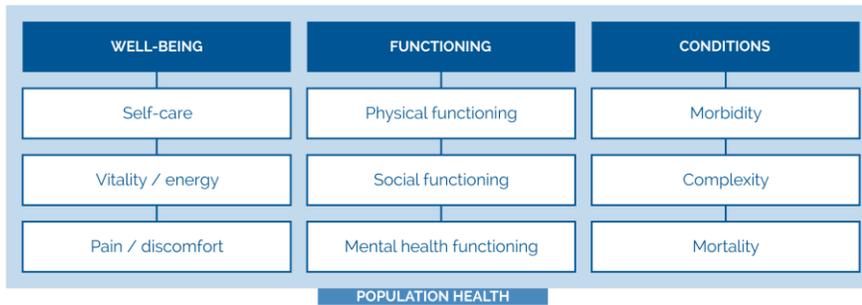


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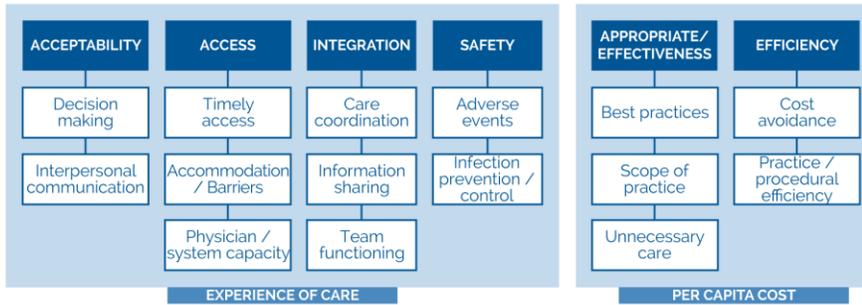
The performance metrics for SSC are guided by the Institute of Healthcare Improvement’s Triple Aim, and include, where appropriate and feasible to measure, metrics relating to population health outcomes, service delivery and health quality, and change leadership.

SSC PERFORMANCE MEASUREMENT FRAMEWORK

Health Outcomes



Health Care Service Delivery and Quality Care



Change Leadership

