DHA Consolidation – Transition and Design

People Centred Care
Provincial Health Authority Executive Structure and Accountabilities

30 October 2014
DHA Consolidation Project Charter

Structure related deliverables:

• Develop the vision, mission and goals

• Recommend the management structure for the new provincial health authority based on:
  
  – A vision of provincial and zonal services
  – Design principles which balanced provincial and zonal leadership, corporate services and clinical / medical program * service delivery and an academic and research mandate
  – Re-validating the Human Resource and Finance business lines in the context of Provincial Shared Services and integrating into the corporate portfolio
  – Working closely with Government and the IWK Health Centre on the structure and identifying priorities for sharing or merging services

• Identify transition priorities for human resources, labour relations and workforce adjustment plans related to staffing the future state design

* Includes DIPLM collaborative initiative
Planning Context

• Extremely complex system, rapidly evolving, with broad range of services to all segments of the population, with Maritime and Atlantic mandate for some services

• 24/7 hour operations

• 43 health care facilities

• Over 22,000 FTEs, comprised of over 22 regulated health professions and many unregulated workers; over 2000 physicians

• 4 unions with 50 collective agreements

• At over $ 1.7 billion, DHAs/IWK make up 42% of Department of Health and Wellness expenses

• Health and Wellness represents 46% of provincial program spending

• Need for strong and strategic leadership to effectively manage these human and financial resources, and ensure quality health service delivery
Planning Assumptions

• People centred and focus on quality and patient safety

• Focus for April 1 on executive (CEOs, VPs, administrative assistants) and zone leadership

• Clear links between zone management and provincial leadership

• Mission encompasses service delivery, academic and research mandates

• Explore administrative alignment opportunities with IWK as Provincial Shared Services evolves (in addition to current shared VP Research and Academic)

• Savings in administration on April 1, and thereafter
Building the Evidence Base

• Researched best practice models, literature
• Reviewed organizational structures from NS, across country and select international organizations (VPs range from 7 to 13)
• Developed vision, mission and design principles
• Considered legislative requirements for governance and CEO roles and accountabilities
• Considered advice from the CEOs retreat in July 2014
• Drew on advice from Clinical Services Work Stream for care service groupings
• Identified interdependent functions/synergies for functional groupings
• Reviewed literature on span of control to balance portfolios
Evaluation

Model was evaluated through the following:

• High level span of control information (number of service areas/VP, total budget/VP, total staff /VP)

• Number of management levels/layers

• FTE Analysis – current structure compared to proposed structure

• Financial Analysis – Cost of current structure compared to future structure

• Consistency with design principles

• Clarity of command and control, lines of communication and decision making (EOC tested)
Provincial Health Authority Executive Structure
Provincial Health Authority Executive and Zone Leadership

Senior team is comprised of the CEO and 8.5 VPs

8 Zone Leaders (new) - Co-Leadership model with Operation Executive Director and Medical Executive Director

NOVA SCOTIA
High Level Summary of Common Roles and Accountabilities

CEO and Vice Presidents:

• Global strategy and tactics
• Provincial strategic planning and mission enhancement (service, teaching and research)
• Quality improvement strategies, monitoring and evaluation
• Business and budget planning and accountability
• Developing health/wellness integration networks at provincial level
• Priority setting and direction
High Level Summary of Common Roles and Accountabilities

Zone Medical and Operations Executive Directors:

• Integration and co-ordination of care and service within/across zone(s)
• Operate within the PHA approved service plan and budget for that zone
• Ensure compliance with PHA policy and procedures
• Advise executive team on planning and operational matters
• Supervise sites and service areas within the zones
• Maintain and enhance relationships with community stakeholders (e.g. CHBs, foundations, auxiliaries, municipal leaders)
• Medical Executive Directors address physician related operational issues within zones (including zonal physician recruitment and retention)
Position Specific Role Summaries

(Subject to change)
VP Medicine and Integrated Health Services

• Provides supervision to zonal Medical Executive Directors
• Leads the development and implementation of physician performance evaluation
• Leads development and implementation of a procedural credentialing
• Oversees credentialing and privileging process and compliance
• Co-ordinates physician resource planning
• Represents Provincial Health Authority on matters pertaining to physician remuneration
• Champions health information innovation management
VP Integrated Health Services – Primary Care & Population Health

• Accountability for the following:
  – Public Health and Health Promotion
  – Primary Health Care
  – Diabetes Education
  – Palliative Care
  – Aboriginal Health/ First Nations
  – Obstetrics and Gynecology (link to IWK Health Centre)
  – Pediatrics (link to IWK Health Centre)
  – Clinical Nutrition
  – Community Health Board support
  – Diversity

• Oversight for Western Zone operations
VP Integrated Health Services – Program of Care - 1

• Accountability for the following:
  – Critical Care
  – Emergency/Trauma
  – Laboratory Medicine
  – Diagnostic Imaging, Pharmacy
  – Electro-Diagnostics
  – Endoscopy
  – Ambulatory Care Clinics
  – Renal Care and Dialysis

• Oversight for Central Zone operations
VP Integrated Health Services – Program of Care - 2

• Accountability for the following:
  – Cancer Care
  – Peri-operative and Surgical Services
  – Cardiovascular Health
  – Medicine Services (GI, Respiratory, etc...)
  – Central Sterilization and Reprocessing

• Oversight for Eastern Zone operations
VP Integrated Health Services – Community Support and Management

• Accountability for the following:
  – Continuing Care
  – Long Term Care
  – Home Care
  – Seniors Health
  – Rehabilitative and Psycho-Social Services
  – Mental Health and Addictions
  – Spiritual Care

• Oversight for Northern Zone operations
VP Stewardship and Accountability

• Leads development and implementation of operational and business plans
• In conjunction with VP Medicine, provides oversight of development and implementation of IT/IM multi-year plan
• Oversees maintenance and development of Building Infrastructure and Asset Management programs and services across the province
• Accountability for the following:
  – Financial Transaction/Operations
  – Budgeting and Financial Accountability
  – Information Technology and Infrastructure
  – Building and Facility Services (Physical Plant, Maintenance, Environmental Services, Security, Grounds)
  – Procurement and Logistics
  – Laundry
  – Patient Food/ Cafeteria
  – Patient Transport and Porter Services
  – Health Information Services
  – Biomedical Engineering
VP Learning, Research and Innovation

• Advises on all matters pertaining to research, innovation and learning for both the Provincial Health Authority and the IWK Health Centre

• Leads the development of a multi-year research and innovation plan with partners at the universities, community colleges and private sector (where appropriate)

• Provides strategic and operational leadership through the development of collaborative practice environments that enable lifelong learning

• Accountability for the following:
  – Simulation-based learning
  – Research and Innovation
  – Academic Health Network and relationship management
  – Health, organizational and research ethics for the Provincial Health Authority and the IWK Health Centre
VP Quality and System Performance

• Oversees quality improvement, patient safety, risk management and system performance systems and processes

• Accountability for the following:
  – Quality Improvement
  – Patient Safety
  – Strategic Planning
  – System Performance and Accountability
  – Decision Support
  – Policy Management
  – Privacy
  – Project Management
  – Infection Prevention and Control
  – Legal Services
  – Enterprise Risk Management
  – Emergency Preparedness
  – Accreditation Planning
VP People

- Leads the design and development of a multi-year human resource/talent management plan
- Liaises with government, leads labour relations strategy and implementation
- Oversees the implementation of the Human Resources Centres of Excellence resulting from Shared Services redesign
- Oversees organizational wellness and safety, volunteer services
- Accountability for the following:
  - Human Resources - Compensation and Benefits; Recruitment and Staffing; Talent Management; Employee and Labour Relations; Employee Health, Safety and Wellness; HR Strategy; HR Operations
  - Change Management
  - Public Engagement, Marketing and Communications
  - Volunteer Services
  - Learner Placements
  - Professional Practice
  - Staffing/Scheduling
  - Employee Engagement
  - Organizational Development
Zone Operations Executive Director

• Creates integrated networks within the Management Zone

• Works with Management Zone leadership to identify and recommend safe and quality health services by location and facility

• Engages the public, patients and families and other stakeholders in the identification and planning of priorities for health services

• Leads a healthy, safe, diverse and respectful workplace by championing and practicing sound human resources management

• Supports the transition and alignment of services and programs across zones

• Cultivates relationships with CHBs, foundations, auxiliaries and local leaders
Zone Medical Executive Director

• Ensures consistency with provincial standards for health care programs and services

• Leads the development, implementation, evaluation, and monitoring of provincially integrated medical service plans which enable the zone to deliver safe and high quality care

• Accountable for developing high-performing, inter-professional teams as well as utilizing resources in an efficient and sustainable manner

• Supports the Zone Operations Executive Director in:
  – Recommending health service profiles by location and facility
  – Engaging the public, patients and families and other stakeholders in the identification and planning of priorities for health services
  – Leading a healthy, safe diverse and respectful workplace by championing and practicing sound human resources management
  – Supporting the transition and alignment of services and programs across zones
Benefits

• Builds a people centred organization
• Ensures a high focus on patient and client needs and support for providers
• Focuses on performance and continuous quality improvement
• Enables further integration of services and management resources
• Visible leadership and clear communication at all levels. Layers above the line staff are kept to a minimum and provide value.
• Ensures effective oversight and management
• Focuses on service, learning, research
• Geographic coverage to maximize patient access to the services they provide and to minimize duplication
• Supports Board, CHBs, foundations and auxiliaries
• Highest compliance to identified design principles
Leadership Office Locations

• Corporate Office:
  – Will be located in Halifax Area (specific location to be determined)
  – Will be separate from Central Zone leadership office

• Zone leadership office locations:
  – Western – Kentville (15 Chipman Drive offices)
  – Northern – Truro (Colchester East Hants Health Centre)
  – Eastern – Sydney (Cape Breton Regional Hospital)
  – Central – Halifax (to be determined)

• Rationale:
  – Minimal travel distance between zone office and other main facilities within the zone
  – Proximity to major system partners
  – Technology largely available to support communication across NS
Provincial Health Authority Recruitment

- Principles
  - Recognizing talent in DHAs
  - Competency-based
  - LEADS framework
  - Fair, transparent
  - Timely and sequenced
 Provincial Health Authority Recruitment

• Positions:
  – Prior to April 1, 2015, the main recruitment focus is the VPs, Executive Directors and Executive Assistants to those positions
  – Other position requirements may be determined after Christmas, once VPs are selected
PHA Recruitment – Internal Process

- As a first step recruitment will occur via an expedited internal competition through Expressions of Interest (EOI)

- Initially, Expressions of Interest will be available to:
  - Staff of the District Health Authorities/Merged Services Nova Scotia
  - Any IWK staff whose positions may be impacted

- If no suitable candidate is selected through this process, an external posting to the market will follow

- Details regarding eligibility, qualifications and compensation levels will be provided within the EOIs
PHA Recruitment – Anticipated Timeframes

• Timing of Requests for Expressions of Interest (TBC)
  – November 7-14: Vice Presidents and Executive Assistant to the CEO
  – Early January, 2015: Executive Directors and Executive Assistants to VPs
  – Mid-February, 2015: Executive Assistants to the Executive Directors

• EOIs will be posted for one week only, with interviews to be held very shortly thereafter

• Expedited process will allow competitions to be properly sequenced and managed in a timely fashion; allowing senior leaders and their administrative support staff to be recruited before April 1, 2015
PHA Recruitment – Selection Process

• Applicants will be screened, short-listed and interviews granted. Not all applicants will be interviewed.

• The interview panel will likely consist of 3-5 individuals.

• Interested individuals are encouraged to prepare their resumes. Once EOI's are issued, individuals should review the description and the job qualifications to determine whether they meet the requirements and apply accordingly.
Employee Resources and Supports

• Change management resources and supports have been developed and shared with Human Resources Leaders working in the District Health Authorities and at the IWK.

• Transition support resources are also available to health authority employees through their EAP Provider, including one-on-one career planning support:
  • 1.800.461.5558
  • https://www.workhealthlife.com/