Collaborative Governance & Systems Thinking

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Advancing Senior Care

Collaborative Governance

Continuum of Collaboration

Informal and Local Collaboration → **Formal and Whole Agency Collaboration**

Communication Cooperation Coordination Coalition Integration

Communication	Cooperation	Coordination	Coalition	Integration
• Individuals from different disciplines talking together	• Providers working jointly on lower priorities on a case by case basis	• Formalized joint working group • No sanctions for non-compliance	• Joint structures created with willingness to sacrifice some autonomy	• Integration of services, staffing or initiatives between health system partners locally or system-wide and across sectors.

Collaboration – T, T, T.

The impact of *Trust Building*
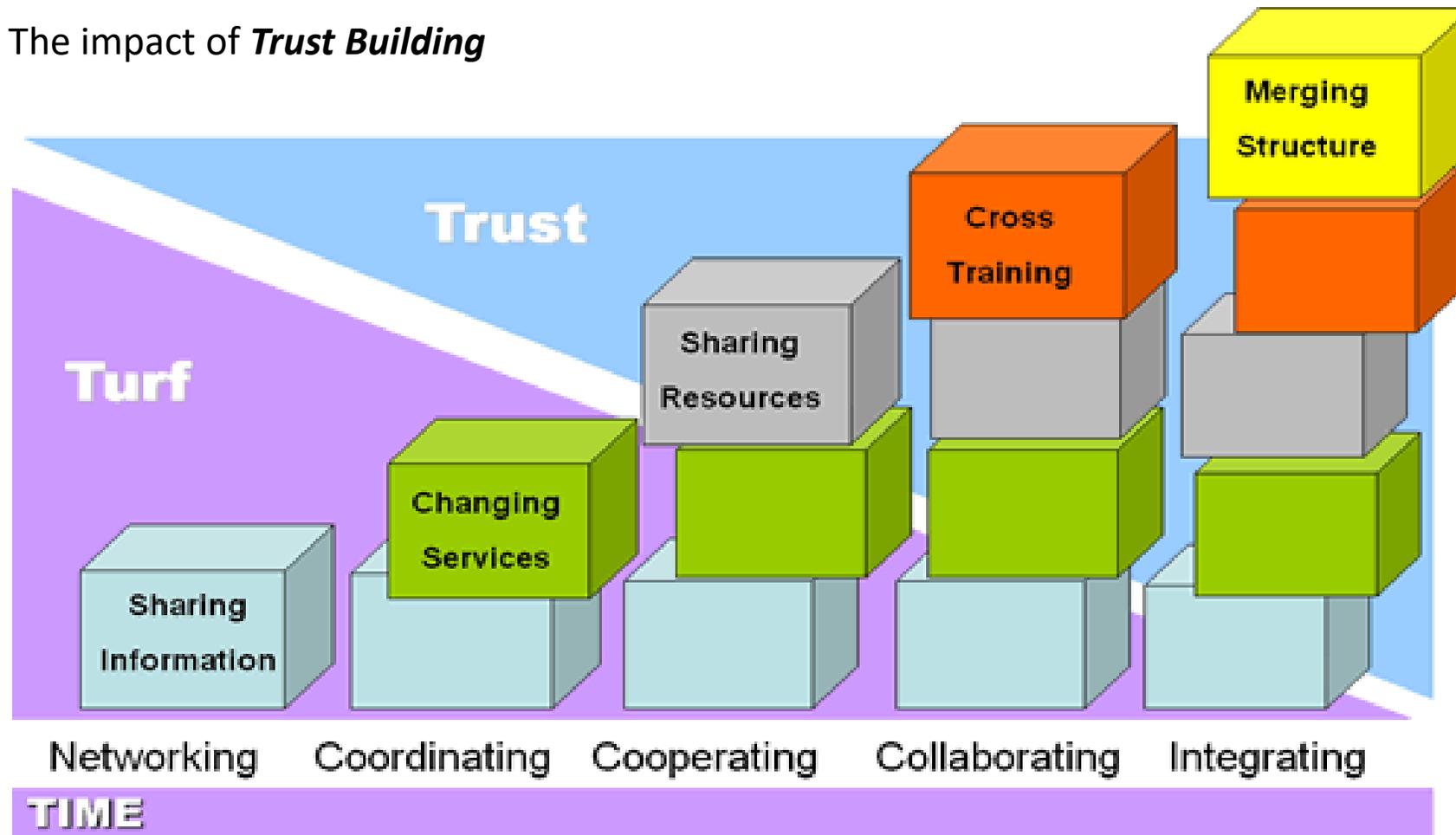
Accountability
- Organizational Level

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ORGANIZATIONAL BALANCED SCORECARD

- **describes strategy, measures & targets**
- **guides execution**
- **information on performance**

Financial	Customer
Value Creating Processes	Learning & Growth Enablers

Dialogue & Continuous Dynamic Evaluation & Learning

Accountability Agreement for CEO → **Managerial Accountability Agreements**

ACCOUNTABILITY AGREEMENTS

- **sets out what parts of the scorecard each individual is accountable for achieving & the supports they need to be successful.**

Accountability
- System Level

ORGANIZATIONAL BALANCED SCORECARD
- describes strategy, measures & targets
- guides execution
- information on performance

SYSTEM BALANCED SCORECARD
- states the financial & customer outcomes
- defines the strategic contribution of the board
- helps manage the performance of board / committees
- clarifies the strategic information the board needs

Financial	Customer
Value Creating Processes	Learning & Growth Enablers

**Dialogue & Continuous Dynamic Evaluation & Learning**

Financial	Customer
Value Creating Processes	Learning & Growth Enablers

Accountability Agreement for CEO	Managerial Accountability Agreements

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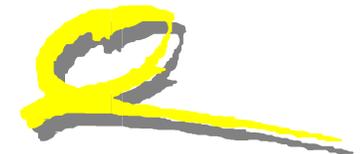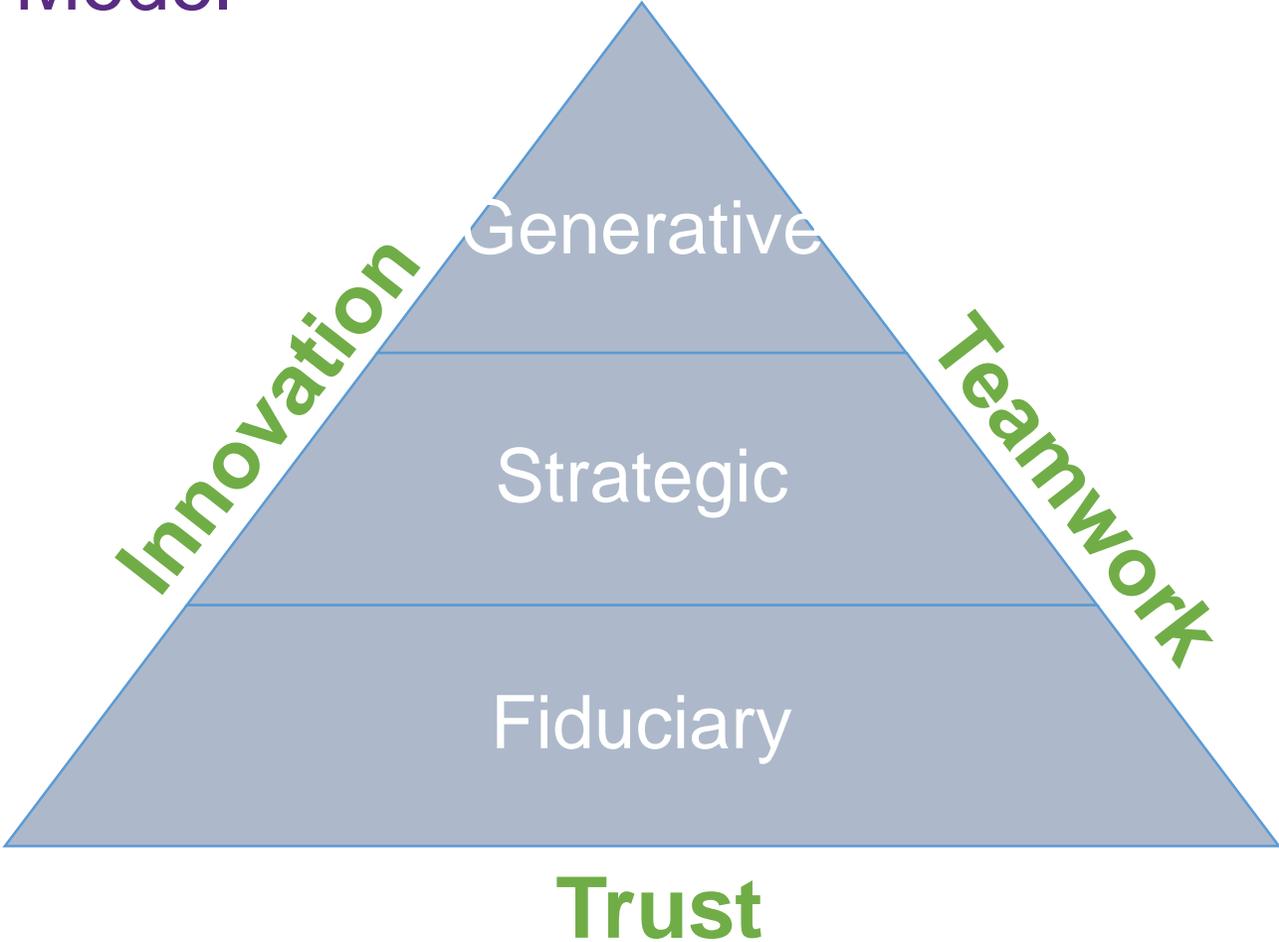
SYSTEMS THINKING

SYSTEMS THINKING

Working Together to Create a Sustainable World!

Peter Senge

"SYSTEM" think of a family

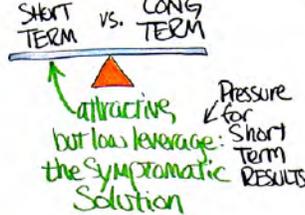Sometimes, consistent outcomes that nobody wants ... What's happening?

Attention What are we paying attention to?

there's a larger system at work

Coca Cola ... goal: reduce water use

WATER Scarcity

WWF "you use hundreds of liters for a liter of Coke" ... To grow the sugar

The CEO Water Mandate: learn how to manage water... sources, uses

Political & Economic Clout

WE ARE ALL PART OF A LARGER SYSTEM

How do we SEE the System?

MANAGE the System?

Collaboration is the human face of Systems Thinking

Singapore Knows!
• recycled water
• See sources
• SHARED STEWARDSHIP

the System:
- Too expensive
- not reliable
- Too little access

the HEALTH CARE CRISIS

Why is our Attention focused HERE.

WHERE IS the LEVERAGE in the System?

Healthy → NEED TREATMENT → IN TREATMENT

we think — It's this

Complex environmental, social, psychological causes of illness

OXFAM: the biggest threat to poor people in the world is Climate change

Water Disease

a SOCIAL, ECONOMIC, and ENVIRONMENTAL PROBLEM

○ SEE the System we're a part of ... then ASK
○ Where is the LEVERAGE?

and YOUNG People

WOMEN area force for Collaboration

South Africa — a problem with collaboration — the Consultants helped ...too individualistic

true collaboration "It's us, we're causing the problem"

• Children are Natural Systems Thinkers
• Quality Conversations
• Collaboration

the KIDS get Systems

BETTER HEALTH
BETTER QUALITY
LOWER COST

We can only get all THREE!

Gets lots of people working Together

Distinguishing High vs. LOW LEVERAGE?

SHORT TERM vs. LONG TERM

attractive, but low leverage: the Symptomatic Solution

Pressure for Short Term RESULTS

Why are Systems so RIGID?

MENTAL MODELS

RECOGNIZING Patterns!

focus on the PATTERN, not on the details
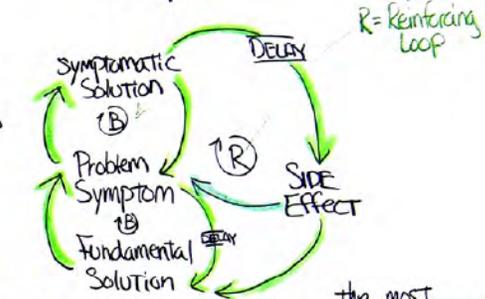
A BIG PROBLEM in HIGHLY POLITICAL ISSUES

SHIFTING THE BURDEN Archetype

B = Balancing Loop
R = Reinforcing Loop

Symptomatic Solution (B) — DELAY

Problem Symptom (R) — SIDE EFFECT

Fundamental Solution — DELAY

We are NATURAL SYSTEMS THINKERS!

the most insidious symptomatic solutions are the most effective ones

• Symptomatic fixes don't deal with underlying causes!
• Fundamental Solutions take longer ...they're often Higher Risk
• Side Effects either make things worse or cause whole new problems

What's YOUR STORY?

"Each person's view is a unique perspective on a larger reality. If I can "look out" through your view and you through mine, we will each see something we might not have seen alone."

\- Peter Senge

3 Characteristics Of A Systems Thinking Approach

1. "A very deep and persistent commitment to 'real learning."

2. I have to be prepared to be wrong. If it was pretty obvious what we ought to be doing, then we'd be already doing it. So I'm part of the problem, my own way of seeing things, my own sense of where there's leverage, is probably part of the problem. This is the domain we've always called 'mental models.' If I'm not prepared to challenge my own mental models, then the likelihood of finding non-obvious areas of leverage are very low.

3. The need to triangulate. You need to get different people, from different points of view, who are seeing different parts of the system to come together and collectively start to see something that individually none of them see." – Peter Senge

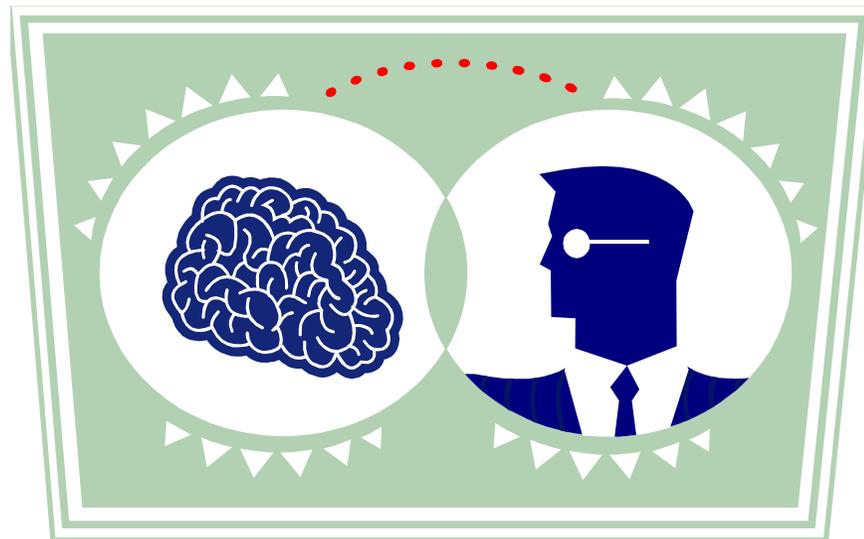# Systems Thinking:

"Seeing the <u>whole</u>, rather than the <u>parts</u>."
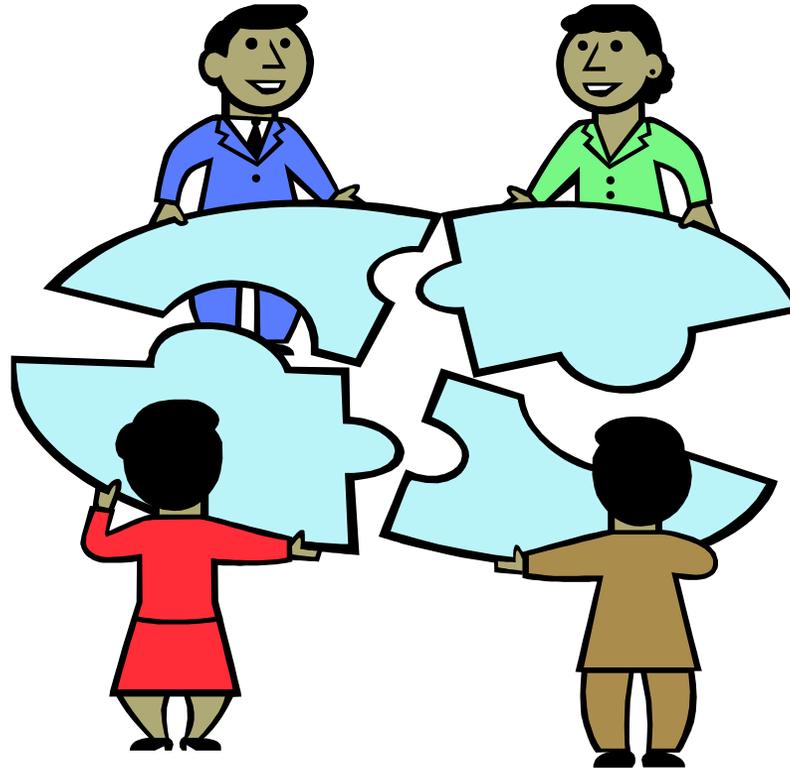
Systems Thinking: What Is It?

> A way of thinking about, and a language for describing and understanding, the forces and interrelationships that shape the behavior of human systems.

Systems Thinking Explained:

> "It's about <u>relationships</u>, <u>relationships</u>, <u>relationships</u>...which part of the equation do we keep missing."

"It's About Connections"

Systems Thinking Is Required For Successful Transformation:

> It was *Systems Thinking* that enabled *Care Connections* to become a "*shared vision*" among all NSM LHIN stakeholders over the past 8 years.

> We will require *systems thinking skills* for the challenges we face -- more than ever in the future.

System Governance: Finding the Balance

Board members need to govern on a broader health system level

Board members need to focus on their own organization

Questions for Consideration

>How much time do you or should you spend on systems versus organizational priorities?

>How much time and effort is reasonable for you to spend on system issues/priorities?

>What does this mean for your Board?

>Does your Board need to do anything differently?