

AMS advancing innovative healthcare with compassion at its core

Dialogue Summary:

Planning Now for the Future of Technology-enabled Healthcare Work in Ontario (7 & 8 March 2023)

Context

Evidence brief and stakeholder dialogue

- Pre-circulated evidence brief
 - o Opportunities exist to plan now for the future, but taking advantage of them is challenging
 - o Four elements of a potentially comprehensive approach
 - Key implementation considerations
- Virtual stakeholder dialogue spread over two afternoons



Three health-system leaders



Three citizen/patient leaders



Six organizational leaders

(two CEOs of health organizations, one COO of a health technology company, and three technology leaders in health organizations)



Two academic leaders



Five professional leaders

(nursing, medicine and paramedicine)

Thinking very broadly about technology



Wearable technology and 'smart homes'



Personalized patient decision support

 based on 'best evidence' as well as personalized peer support, coaching and other patient-targeted interventions



Self-scheduling tools



Virtual-care technology

 ranging from patient portal messages to tele- and videoconsultations and virtual wards



Predictive analytics



Personalized clinical decision support



Digital execution of administrative tasks

• e.g., e-prescribing & digital lab requisitions, documentation & billing



Voice recognition to enable some or all of the above



Artificial intelligence (AI)/machine learning

 to provide clinical decision support, reduce administrative tasks like documentation and billing, and predict available staffing pools and emergency-department patient flows



Autonomous transportation



Population-level manifestations of the above

e.g., early warning systems based on wastewater

Three contributors to kick-start planning right now



 Political and technical leadership to drive health-system transformation



 Attention to getting the 'what' right for healthsystem transformation



 Attention to positioning technology as a key part of the 'how' for healthsystem transformation

Four ways to plan now for the future of technology-enabled healthcare work



Articulate the vision for health-system transformation...



Work towards creating a **team-based primary-care home** for all Ontarians...



Put in place the right **supports**...



Adjust HHR planning processes...

...and create the conditions for dedicated and skilled leadership to operationalize the vision, and engage patients and providers in this work ... ideally through OHTs that are accountable for achieving equity-centred quadruple-aim metrics and that use a population-health management approach to continually improve these metrics

... for patients, families and caregivers, for providers and for system leaders to ensure that they can benefit from new technologies, as well as invest in infrastructure to realize these benefits in all sectors, not just hospitals

... to reflect ongoing shifts in how healthcare work is undertaken as a result of new technologies, which includes the emergence of new cadres of health workers and changing or declining roles for others

Key implementation considerations

Barriers



Limited 'bandwidth' among government policymakers and system & organizational leaders to drive change



Uneven digital infrastructure across sectors



Ongoing tensions between 'top-down' and 'bottom-up' approaches

Facilitators



Past successes with health-system transformation to learn from (e.g., Health Services Restructuring Commission, Cancer Care Ontario)



Growing support for digital-health solutions and technology more generally among patients and providers



Ongoing support for the role of OHTs in driving towards a system centered around strong primary care

Next steps



Team based primary care



Technology as an enabler



Digital backbone and infrastructure



Digital capacity among providers



Leverage today's event to build momentum

Double-down on efforts to make **team-based primary care** the foundation of the system, and develop a 'common ask' by all system stakeholders that is framed around the core 'truths' of primary care, all of which can be enabled by technology

- · first-contact care
- · continuity of care
- · relationship-based care
- · comprehensive care
- · coordinated care
- community/population centredness

Re-position technology as an enabler of other 'tipping-point' changes, given it can be used to level power imbalances and enable patients and citizens to be a force for change (e.g., putting data in the hands of people can help to strengthen democratic accountability)

Build on the current government's interest in investing in infrastructure to advocate for establishing a digital backbone and infrastructure in all sectors, and particularly in primary care Adjust education and training to build digital capacity among providers in a way that is 'vendor agnostic,' through establishing a baseline knowledge of the health technology landscape

Leverage today's AMS Healthcare event to:

- build momentum
- broaden the conversation to include a greater number of stakeholders
- identify areas of convergence on what needs to be done and by whom
- advance actions that can make a difference