



Keynote

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Healthcare on the Edge:

Reversing the Flow of Gravity to
Enable Sustainability in the
Canadian Healthcare System



**“The dogmas of the quiet past are
inadequate to the stormy present.”**

– Abraham Lincoln, 1862

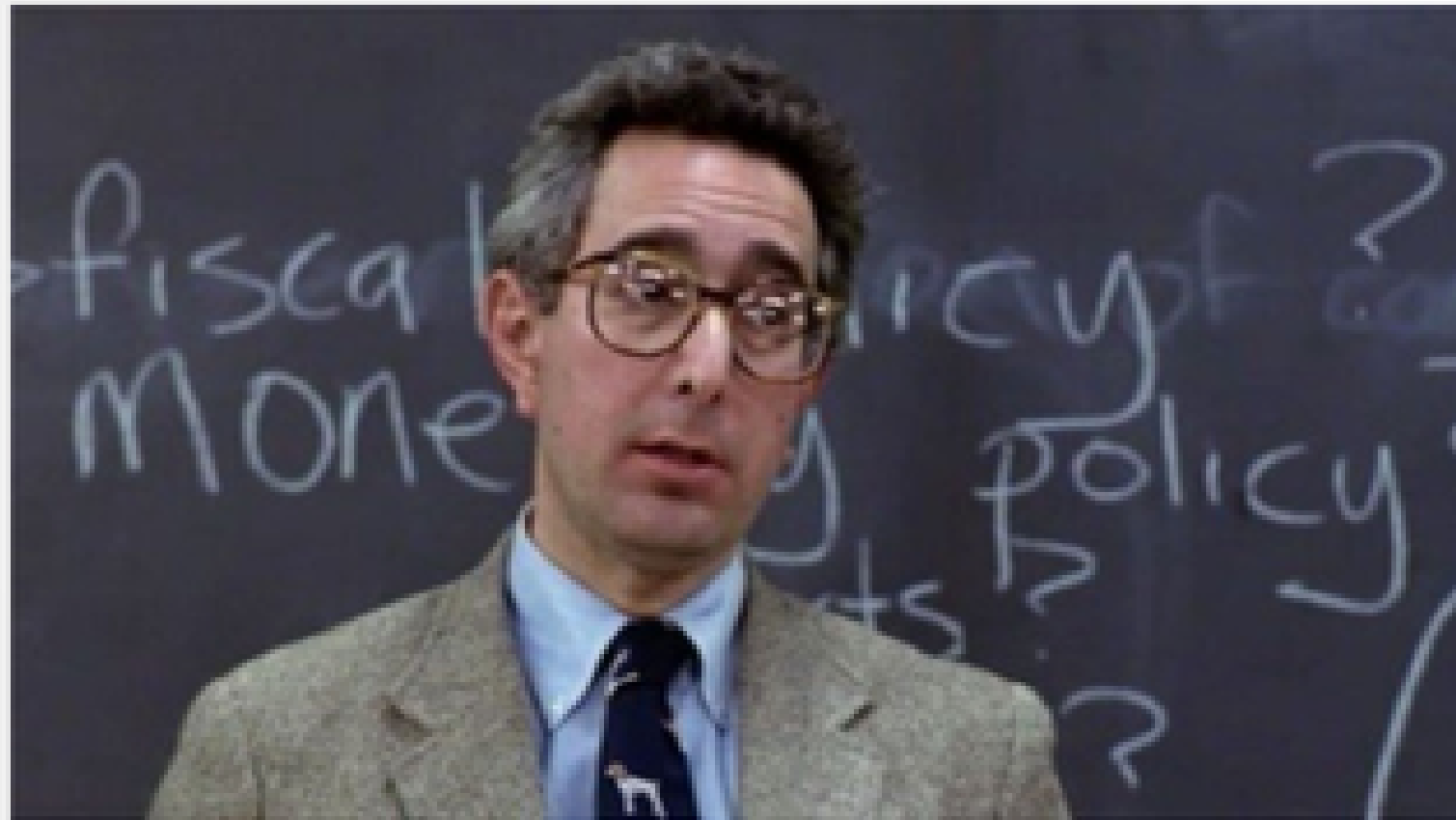
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**“If something cannot go on forever,
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“Here is Edward Bear, coming downstairs now, bump, bump, bump, on the back of his head, behind Christopher Robin.

It is, as far as he knows, the only way of coming downstairs, but sometimes he feels that there really is another way, if only he could stop bumping for a moment and think of it.”

- A. A. Milne, *Winnie-the-Pooh*, 1926



Being honest about what we are facing

Budget pressures. Long wait times. Fragmented care.

Burnt out physicians and nurses. Demand continues to soar.

Cost growth outpaces provincial funding capabilities.



Hospitals often operate like auto repair shops

We wait for something to break, then fix it (often at great expense).

Model built for treating acute illness, not for managing the long-term health of people and communities.

A drag on both labour force productivity economic growth.

The current model is financially and operationally unsustainable.

Uber



It is time for healthcare to catch up

Disruptive innovation has enhanced value by increasing quality and lowering costs in other industries.

Changes spurred by new operating systems and new ideas about how to generate more value.

In Canadian healthcare, that moment still hasn't arrived.

What healthcare needs is not more of the same. It requires a new operating system.

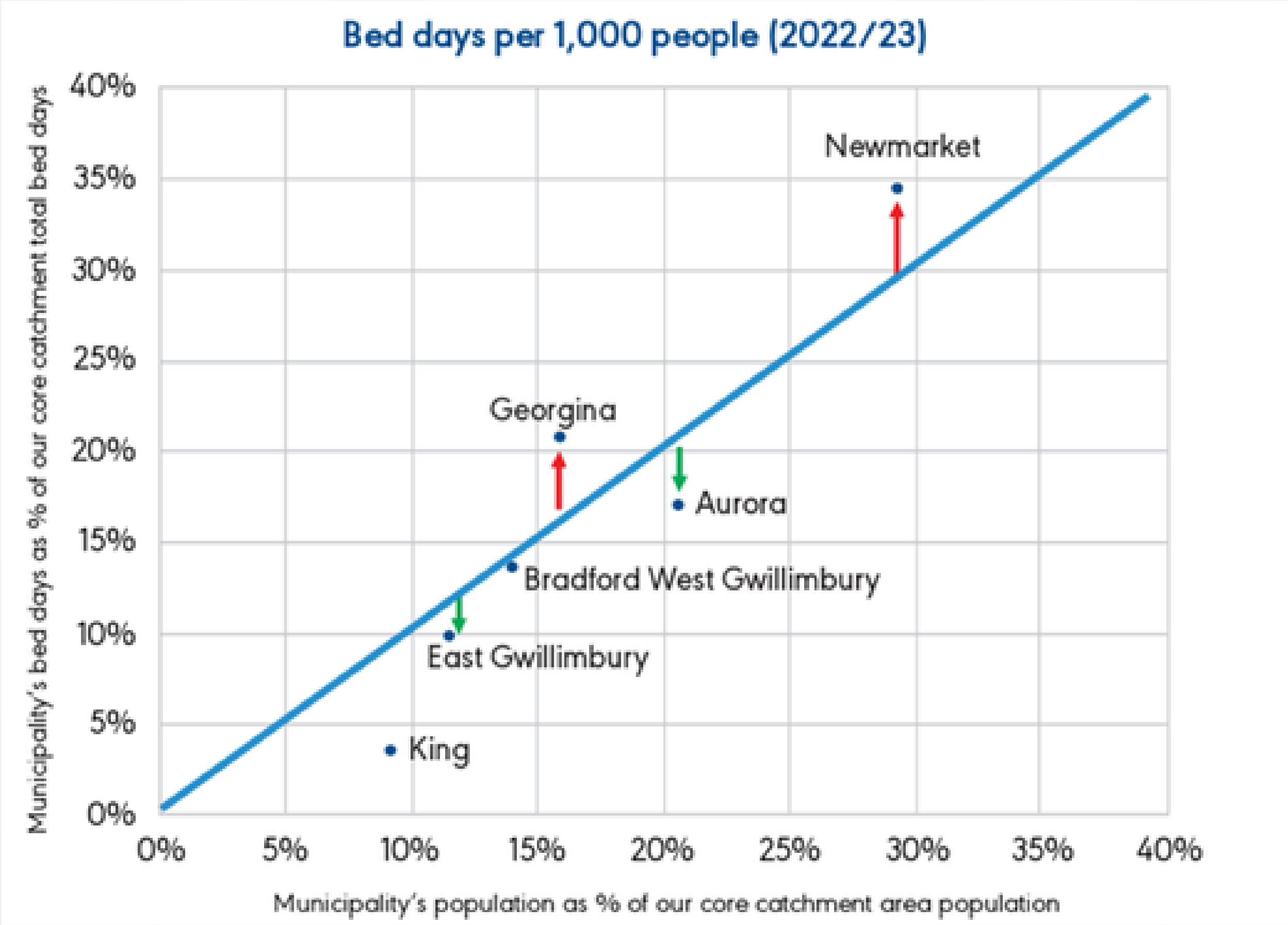
Healthcare today is running on a legacy operating system designed decades ago for circumstances that are no longer relevant today



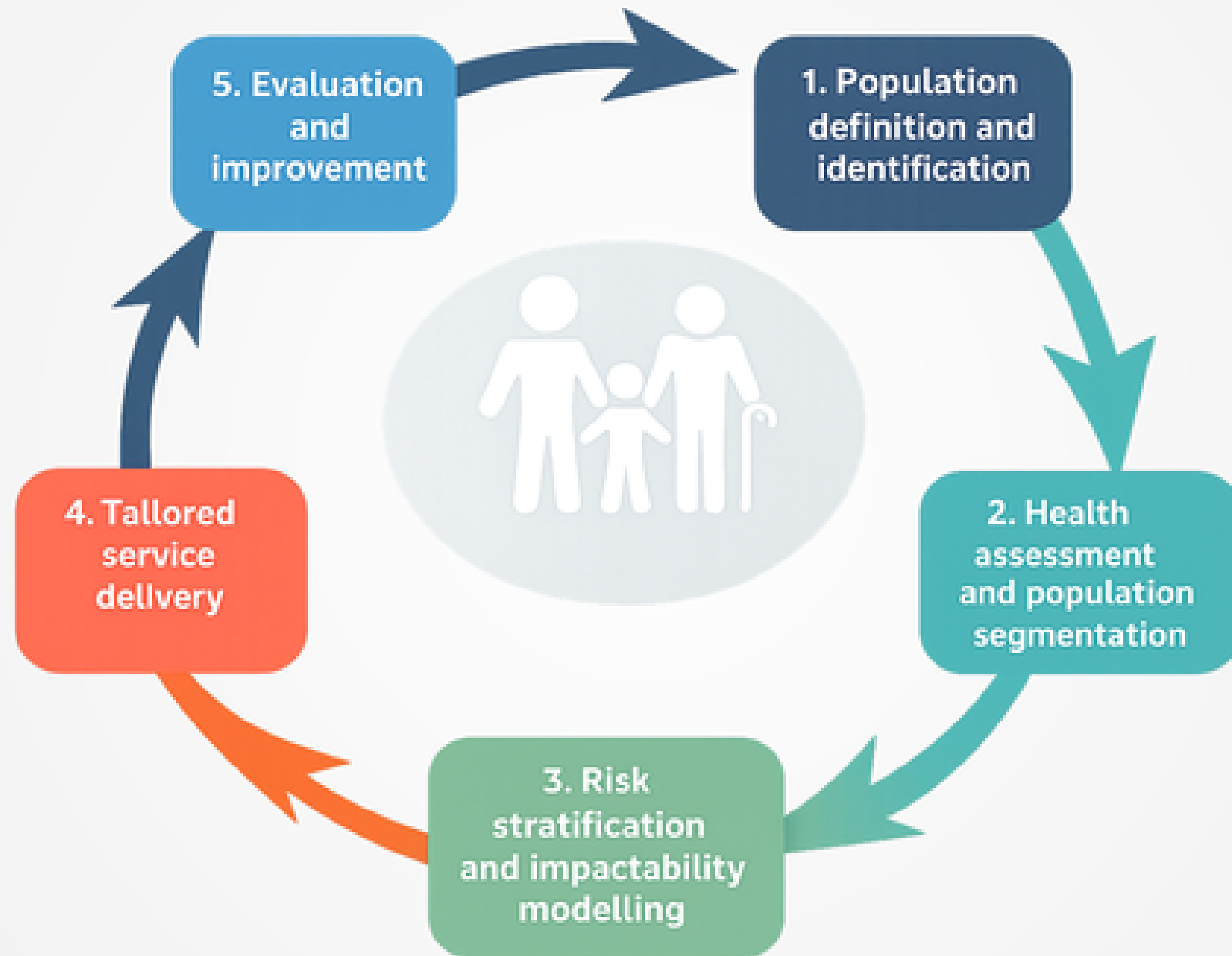
Organizations largely operate in isolation and data rarely flows easily.

Everyone works hard and service provision is generally excellent at the point of care, but the system itself is poorly coordinated.

Geography is destiny (and drives our P&L)



Population Health Management as a new operating system



For business leaders, this logic is intuitive

- You don't wait for supply chains to collapse before exploring alternative suppliers.
- You wouldn't ignore leading indicators in your financial statements and focus on yesterday's revenue.
- You don't wait to ask your customers what they value until you see market share declining.



You build systems that proactively anticipate risk, optimize performance and create long-term value.

Healthcare must evolve the same way and Population Health Management is the core operating system that will enable this change.

“Three Systems” Approach of Population Health Management

PHM focuses on maturing capabilities in three unique systems.



* Adapted from Health Catalyst

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2. **Analytics System** – data, measurement and feedback about outcomes, identify and prioritize improvement opportunities.
3. **Adoption System** – sustain improvement (governance, change management, execution discipline, leadership development)



All three systems must be firing on all cylinders



Best Practice



Analytics



Adoption



All three systems must be firing on all cylinders



Lots of performance stats and an inspirational coach, but there is no playbook.

What happens? Motivated players track their performance, but don't know the plays.

Takeaway: Measurement and engagement, but no evidence-based strategy guides the effort.

All three systems must be firing on all cylinders



Great playbook, a strong coach and discipline. But there is no scoreboard or stats.

What happens? Team works hard and follows the strategy, but don't know if they're winning or losing.

Takeaway: Effort and strategy exist, but there's no measurement to guide improvement.

All three systems must be firing on all cylinders



The team has a great playbook and detailed game statistics, but no coach.

What happens? Players know the plays and see the stats - but without a coach, no one calls the game and everyone plays their own way.

Takeaway: Knowledge and measurement exist, but behaviour never changes.

All three systems must be firing on all cylinders



The team consistently uses evidence to learn, measure performance, adjust strategy based on results and improves.

This is how championship teams consistently win.

**Everything is cheaper
than a hospital day.**

Hospitals as black holes.

Our Distributed Health Network strategy and Population Health Management as an operating system can reverse the flow of gravity.



This isn't theory... at Southlake Health, it is already happening

- We are building new care models that identify risk earlier, manage care proactively and prevent avoidable hospitalizations.
- We are integrating data to better understand the needs of our diverse communities.
- We are strengthening collaboration with primary care so care is coordinated, not confined within hospital walls.

**“Every system is perfectly designed
to get the results it gets.”**

– W. Edwards Deming

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... so help us change the system.