

December 15, 2014

Senior leaders at 3sHealth on provincial roadshow

The purpose is to meet with every health region and agency to talk about shared services. The focus is on what we have done to date as a system, where we are now, and where are we going next.



**Bonnie Blakley, Vice President,
People and Culture**

On October 21, Andrew Will, CEO of 3sHealth, and Bonnie Blakley, vice-president of people and culture at 3sHealth, kicked off their provincial roadshow with a stop in Rosetown, where they met with senior leaders of the Heartland Health Region. More recently, members of the 3sHealth senior leadership team met with Sunrise Health Region on December 10 and Saskatoon Health Region on December 11.

We sat down with Bonnie to find out more about the roadshow's purpose, how things are going so far, and ask how engagement is tied to the concepts of innovation and continuous improvement.

Can you tell me what the roadshow is all about?

The province is currently working on a number of business cases related to advancing shared services throughout the Saskatchewan health system. Many of those business cases are moving out of the development phase and into implementation. As a result, the senior leadership team at 3sHealth thinks that it is an ideal time to meet with other leaders in the health regions, Ministry, and Saskatchewan Cancer Agency to have some meaningful conversations about how we are collectively moving shared services forward in our province. Specifically, the visits give us a chance to talk about the business cases that we as a health system have been working on. The tour is also an opportunity to celebrate what we have done collectively to help save the province \$100 million over the past five years.

What's the substance of the roadshow? What happens during one of these visits?

At least two senior leaders from 3sHealth meet in-person with leaders in each region and agency to deliver a short presentation on shared services. We focus on a few key elements.

We start by looking back at what the health system agreed to do a number of years ago with respect to advancing shared services in the province to deliver better, more sustainable care for patients and families. Next, we discuss how the Council of CEOs agreed to task the system with a number of business cases related to shared services and how, over time, we received endorsements from

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Governing Council to continue proceeding with this work. Finally, we summarize what we did collectively to move those business cases forward and briefly discuss where they are right now.

To date, the following business cases have been approved by Governing Council: environmental services, supply chain, and transcription services. Additional business cases, we explain, are currently in development. We also talk about what we have to do to implement the three business cases that have been approved.

Our presentation is only a small part of the proceedings. We are most interested in the dialogue and collaborative thinking that follows. We want to hear what attendees have to say about moving forward with these opportunities. We are also interested in learning how we can ensure these transformational changes will be successful, and what some of the risks are as we go forward in partnership with one another.

Senior leaders are increasingly telling us what they would like to advance more quickly, and what work they would like us to stagger. That feedback is invaluable to the process and is critical to maintaining our forward momentum.



Andrew Will, President and CEO

How would you characterize your visit with senior leaders in Heartland?

It was awesome! Our visit went really well. Heartland was our first stop on our provincial roadshow, and I'm very pleased to say that we had wonderful conversations. We saw a lot of enthusiasm on the part of our partners there, and a terrific willingness on everyone's part to continue to engage and collaborate with one another on shared services.

Leaders told us some of the challenges they are experiencing and we had great discussions on how we can collectively work through some of those issues. We also got a sense of which business cases are they most looking forward to implementing.

In addition to those conversations and at the request of senior leaders in Heartland, we provided an update on the change management playbook, a document that a number of regions are now using to successfully enable change within their organizations. The playbook was developed collectively by a number of change leaders across the province, and we at 3sHealth have been hearing that many regions are finding the playbook to be quite useful in their day-to-day work of leading, implementing, and sustaining change.

What regions and agencies will you visit next?

We will meet with Prince Albert Parkland on December 16, Kelsey Trail on December 18, and Saskatchewan Cancer Agency on January 20. We are planning additional meetings with other regions and agencies.

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In setting up these meetings, we are asking regions and agencies to tell us which leadership forums would benefit most from being part of these conversations. Ideally, we would like to have as many leaders present as possible. In Heartland, there were many directors and managers who were able to attend along with members of their senior leadership team.

Can you comment on the general significance of this roadshow?

I think there are three main benefits of doing a full-scale tour like the one we are doing. The first is that the roadshow gives us all a chance to re-visit why we are all on this shared services journey and how we are positively transforming the delivery of health-related services. The second is that the roadshow gives all senior leaders in the province the opportunity to strengthen our relationships with one another and engage face-to-face. The human side of change is so important. Finally, the roadshow is important because we at 3sHealth are interested in hearing from our colleagues in order to better position the health system for success. By talking and really listening to one another, we can all learn from each other's experiences.

How does the roadshow dovetail with the theme of innovation?

By going out and meeting with our stakeholders in-person, we are strengthening these relationships and continuing to build trust with one another. Advancing shared services in healthcare is very innovative in its own right. No other jurisdiction in Canada is doing as much as we are in Saskatchewan to move forward with a wide range of shared services initiatives. Engagement and trust are critical components to ensuring success. As a system, we are moving to a model of innovation through collaboration, and the roadshow is one way that we are seeking to do just that.