

BUILDING THE ROAD AS YOU WALK IT GUIDING PRINCIPLES , NOT RECIPES

Mike Coxon

Ottawa/Champlain Regional Committee

March 10, 2009

Overview

- **A bit of background**
- **OPADD Champlain –Ottawa Regional Committee** –Thinking Strategically - Guiding Principles, Thoughts and achievements
- **Principles Worth Considering :**
 - **Capabilities for System Change**
 - **Networks are Useful**
 - **Learning Journey**
 - **Organic organizing**
 - **Building Social capital**

A Bit of Background



- Champlain Planning Committee (2006)
 - ▣ Reps from both sectors – government and community services
- 300+ individuals from Champlain Region involved in consultation
 - ▣ Created Awareness/Engaged energy
 - ▣ Conference (Oct/06) - 150 participants
 - ▣ Action Plans (see Champlain/Ottawa section of OPADD web site for conference report – outlines many themes and action plans

A Bit of Background (ingredients)

- Linkages (personal, organizational, systemic)
 - Service coordination
 - MCSS regional 'systems' table
 - Local health integration network
 - Regional geriatric advisory committee
 - Academia/health care
 - Ottawa U/Brière; Queens U; Lakehead U
- Relationships, trust, mutual benefits, community of practice
- Elements in an evolving network

A Bit of Background (cont'd)

- Champlain LHIN - large geographic area –
 - (N) Renfrew County
 - (SE) Cornwall
 - (SW) Stormont, Dundas, Glengarry Counties
 - (NW) Lanark
 - Ottawa Region

Champlain LHIN



- The aim of the Champlain LHIN is to help coordinate health services so that people receive the care they need and deserve in a timely way.
- The LHIN does not provide services directly. Rather, our mandate is to ensure the services are well organized, appropriately funded and meet the needs of residents of all ages. The Champlain LHIN **plans, coordinates** and **funds** health services
- **Vision** - Healthy, caring communities supported by health services of choice that achieve results – today and for the future.
- **Mission** - To build a coordinated, integrated, and accountable health system for people where and when they need it. Our mission is based on a strong foundation of local community engagement, comprehensive planning, and appropriate resource allocation.

Six strategic directions in LHIN three-year plan (2007 to 2010) are :



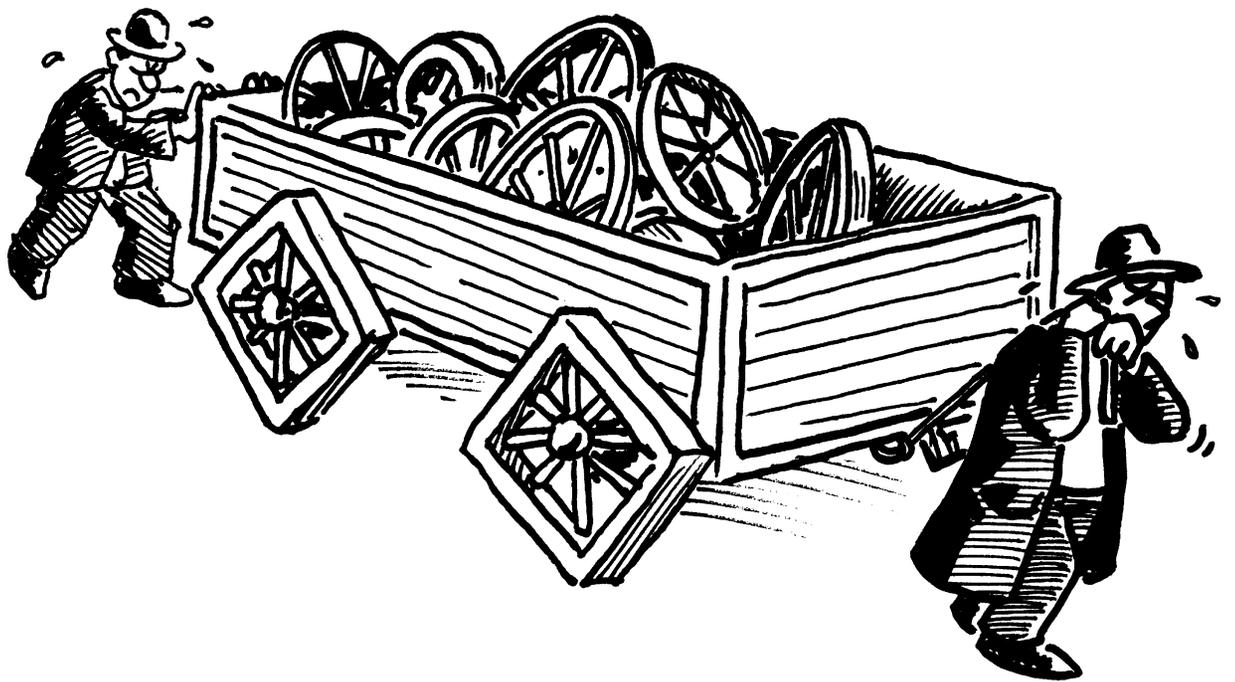
- Better access to treatment closer to home
- Addictions and mental health
- Elderly with complex and chronic conditions
- Chronic disease prevention and management
- Primary health services for healthy communities
- E-health (i.e. an electronic health record)
- We will accomplish our goals by setting up a new planning architecture.

LHIN - New planning architecture- Emphasis on building and engaging communities

This new architecture has two main prongs:

- **Communities of care:** The region will be broken up into six planning areas to better meet local needs.
- **Communities of practice:** health networks that deal with specific health issues, such as newborn health and stroke prevention and rehabilitation.
- Most important is our ongoing commitment in engaging communities on health-care priorities, challenges and potential solutions. Listening to patients, clients, families, and workers will help us achieve a better health system.

Sometimes we need to work differently,
not harder !!



OPADD Regional Committee – Guiding Principles, Thoughts and achievements

Some Guiding Principles

- Community of practice – where a range of interests intersect
- Spanning boundaries of two systems
- Inclusion – a place within the primary system charged with aging issues
- **Achievement** - OPADD Regional Committee accepted as a Resource – LHIN Regional Geriatric Advisory Committee
- See Terms of Reference (handout)

Strategic Thinking - In the Loop

Some Thoughts

- Link to LHIN “Aging in Place” initiative
- Guide and influence the system (practices)
- Part of the way things work – not working from the outside-in

Achievement

“Principles for Service Delivery” Document

- Principles and model by which adults with DD can gain access to in-home health and age-related supports (handout)

Strategic Thinking – Establish Credibility



Some Thoughts

- Know the territory
- Health and long-term care is data driven and has a history of policy and clinical research
- Listen to the experience of health partners
- Reach out to academic/researchers
- Look for what makes sense to the system

Establish Credibility (cont'd)

Achievement (see handout)

Document – Newsletter (Summer 2008)

“What do we know and need to know?”

- Profile of DD population in Ottawa/Champlain
- Opportunity to inform and influence
- Creates credibility and initiates dialogue
- **In Process** Follow-up study (Fall 2008) -
Individuals served by DS Agencies

Strategic Thinking – Take Initiative and Advocate

In Process - Planning and brokerage program – expression of interest to LHIN

- Build on existing competency and services of Ottawa Citizen Advocacy + Partner with family organization “Families Matter” (Ottawa)
- Create real plans for real lives for older individuals with DD who want to age at home and whose families want to avoid ‘intensive care’
- Advocate for aging and home funding to include support for older adults with DD

Systemic Change



“Never doubt that a small group of thoughtful, concerned citizens can change the world. Indeed, it is the only thing that ever has.”

Margaret Mead

“Depending on their ability to build larger networks”

Senge et al (2008) *The Necessary Revolution*

Capabilities for Systemic Change



- Interdependence
- Collaborating across boundaries
- Creating – beyond reactive problem solving

Senge et al (2008) *The Necessary Revolution*

New Thinking, New Choices

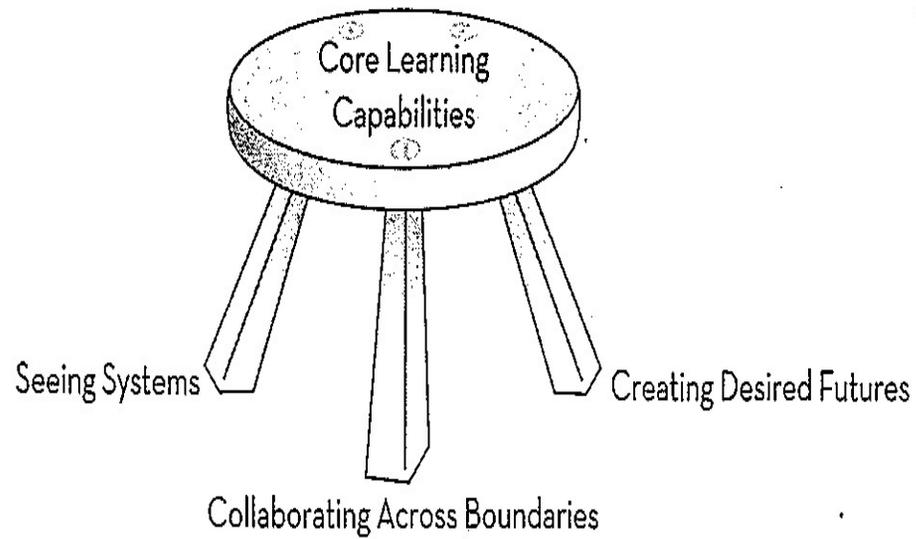
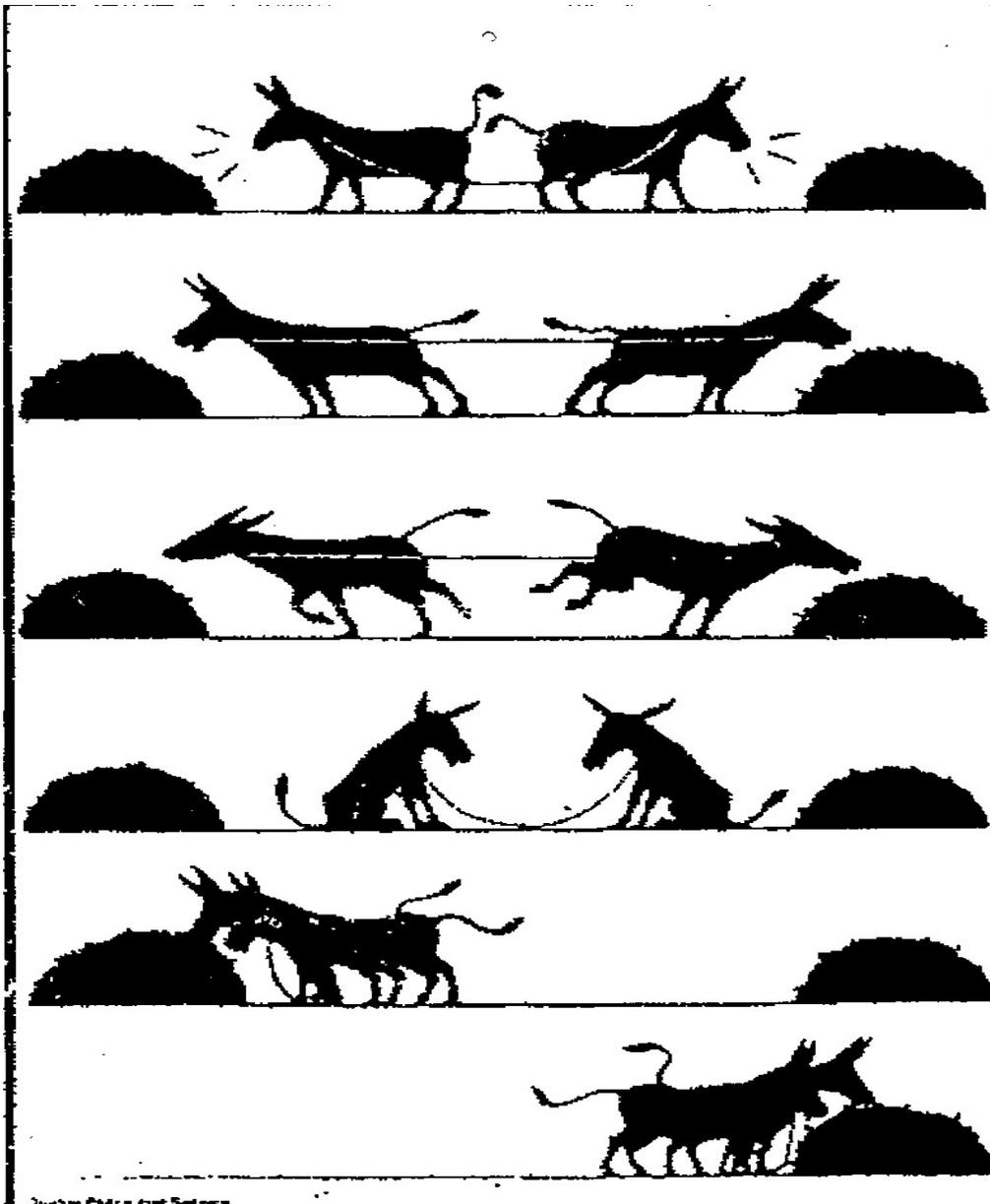


FIGURE 4.1 Learning Capabilities for Systemic Change



Together
we're
Better

Principles Worth Considering – Networks are Useful

- Facilitate progress on complex social issues
- Stretch limited resources and achieve economies of scale
- Strengthen integration, collaboration and coordination across sectors, organizations and within large organizations

(From The Role of Networks – Consensus Statement of the Fourth Networks Leadership Summit (NLS IV)

Banff, Alberta January 14, 2009)

Principles Worth Considering – Networks are Useful (cont'd)

- Leverage change by increasing shared learning, creativity and innovation among individuals and organizations
- Improve responsiveness by enhancing the flow of information about client needs (whether an individual, family, community or population) and the capacities and limitations of the organizations that comprise the network
- Empower communities to respond to change and problems with greater capacity and resilience

*(From The Role of Networks – Consensus Statement of the Fourth Networks Leadership Summit (NLS IV)
Banff, Alberta January 14, 2009)*

Different Strategic Aims – Different Types of Networks

Common characteristics:

- Flexible and support growth
- Managing through trust, reciprocity and negotiation, rather than a chain of command
- Committing resources to catalyze and sustain network action and communication
- Recruiting and incorporating appropriate competencies for network leadership, management, participation and evaluation

(From The Role of Networks – Consensus Statement of the Fourth Networks Leadership Summit (NLS IV)

Banff, Alberta January 14, 2009)

Networks Leadership Summit IV and Symposium - January 11 - 14, 2009

- network management and network analysis. Workshop leaders have kindly agreed to share the following readings more broadly.
- **Network Analysis**
- ["A glossary of terms for navigating the field of social network analysis"](#)
Penelope Hawe, Cynthia Webster, Alan Shiell
- **Network Management**
- ["Do Networks Really Work? A Framework for Evaluating Public-Sector Organizational Networks"](#) Keith G. Provan, H. Brinton Milward
- ["A Manager's Guide to Choosing and Using Collaborative Networks"](#)
H. Brinton Milward, Keith G. Provan

<http://www.searchca.net/users/folder.asp?FolderID=2917>

Principles Worth Considering – Learning Journey

- Different + diverse points of view and experiences = good
- Challenge ways of thinking and doing – be open
- “Embrace fallibility, ignorance, and error ... the 3 unwelcome teachers”
- Development as:
 - ▣ a Learning Journey
 - ▣ Community building
 - ▣ Building “social capital”



Embracing Fallibility, Ignorance and Error

The Three Unwelcome Teachers (O'Brien, 1989)

Building the Road as You Walk It – Guiding Principles, Not Recipes

Less Successful

Start with the answer

Recruit people to implement the answer

Look for answers to the additional problem of 'lack of motivation'

More Successful

Start with learning conversations

Discover what people care about, how they see the situation and what they want to offer

Mobilize assets

**Resource: Mike Green et al.
*When People Care Enough to Act, pg 60***

Principles Worth Considering

Organic organizing

- Organic paradigm
 - ▣ Structure and relationships evolve
 - ▣ Membership evolves – ebbs and flows
 - ▣ Energy is attracted to possibilities and interests
 - ▣ Agenda – balance of gifts, interests and compelling opportunities for service
- Information and exchange
 - ▣ Life blood
 - ▣ Get it flowing – keep it flowing

Principles Worth Considering OPADD's work – Building Social Capital

Social capital is often described as the glue that holds communities together, it's about having valuable and reciprocal social networks that can provide informal supports in times of need. It has also been proven to enhance health and well-being.

Robert Putnam
(2003) [Better Together](#)



Social Capital (cont'd)



Social capital is ...

“The connections among individuals – social networks and the norms of reciprocity and trustworthiness that arise from them” – Robert Putnam (2001) in *Bowling Alone*

“The networks together with shared norms, values and understandings that facilitate cooperating within or among groups” – OECD Report on *The Well-Being of Nations* (2000)

“Strong social support contributes to health by providing people with emotional and practical resources” *Quality and Fairness – A Health Strategy for You* (Irish Health Strategy 2001)

Building the Road as You Walk It – Guiding Principles, Not Recipes

Many Challenges...

“ Life is what happens while you’re making plans”

- **Sustaining the Regional Committee** despite competing priorities, turn over, “ economies of energy” and competition for leadership
- Lack of (**sustainable**) **organizational infrastructure**
- Difficult to “**crack**” **silos structures – organizational and attitudinal** - Need compelling arguments to counter the WHIFM ? Question (even when its passive)
- **Focus** – find our 15% ... small steps ... go where the energy is ...BUT remembering where we are headed and why

Thank You !



- To Dr Larry Chambers for providing leadership, organizational savvy and connections
- To staff at the Ottawa Univ./Briere and Ottawa Service Coordination for logistical support and hospitality
- Membership of the Champlain – Ottawa OPADD Committee for hanging' in and keeping' on ...
- To you, co-learners in this learning journey