



Ethics and System Change in Health Care

Tom Marrie, MD, Former Dean of Medicine, Dalhousie University

Former Interim Deputy Minister of Health and Wellness, Nova Scotia

The following discussion questions are provided as an additional educational tool to accompany this fireside chat video. Please feel free to select the questions that are most relevant to your committee or group and revise and adapt them as needed. As always, we welcome feedback on this or any other NSHEN resource.

Questions:

- What stood out to you the most in this interview? Why?
- Tom distinguished between cataclysmic changes to the health system and system change that is dictated by evidence in practices.
 - What types of system changes have you come across in health care?
 - How did these changes come about?
 - How did they affect you (as a person working in health care, as a patient, or as a family member)?
- Tom says that the key values in changing a system are trust and leadership. Do you agree?
 - What other values would you emphasize as important for a successful system change?
- In your experience, what are the forces that trigger change in health care?
- How might health care leaders identify the need for system change?
- If you were to change something in the current health system, what you change and why?
 - How do the key values of the health system and the key business values apply to your suggested change?
- Discuss different ways to engage people who work within health care in system change.
 - What role should patients and the public play in health care system change?
- Tom talks about consultation as an important step in assessing the need and readiness for system change.
 - How do you promote a sense of community and leadership at all levels?
 - How do you ensure a sense of shared responsibility for successful system change at all levels?
- From an ethics perspective, what would characterise a successful health care system change to you?

Resources

Canadian Medical Association. Health Care Transformation in Canada - Change that Works, Care that Lasts. Action Plan 2010-2014. <https://policybase.cma.ca/documents/policy/pdf/PD10-05.PDF>

Caldwell, D., O'Reilly, C.A.; Ormiston, M., M. Lapis. (2008). Implementing strategic change in a health care system: The importance of leadership and change readiness. *Health care Management Review*, April-June 2008, Vol. 33:2:124-133

Dickson, G., Lindstrom, R., Black, C., Van der Gucht, D. (2012). Evidence-Informed Change Management in Canadian Healthcare Organizations. Canadian Health Services Research Foundation, June 2012. https://www.cfhi-fcass.ca/Libraries/Commissioned_Research_Reports/Dickson-EN.sflb.ashx

Hanan, Khalil (2015) Implementing change in healthcare evidence utilization. Editorial. *International Journal of Evidence-Based Healthcare*: June 2015; Vol 13:2:41-42
https://journals.lww.com/ijebh/fulltext/2015/06000/implementing_change_in_healthcare_evidence.1.aspx

Luciano, M.M., Aloia, T. A., Brett, J.F. (2019). 4 Ways to Make Evidence-Based Practice the Norm in Health Care. Harvard Business Review (blog post). Published August 2019. <https://hbr.org/2019/08/4-ways-to-make-evidence-based-practice-the-norm-in-health-care>

Nova Scotia Health Authority: Vision-Mission-Values
<https://recruitment.nshealth.ca/sites/default/files/docs/vision-mission-values-nsha-eng.pdf>

Ontario hospital Association (2018). *Redefining Health Care – A Dialogue on Health Policy. Patient and Family-Centered Care: Focus on Transitions*. Published April 2018. https://www.oha.com/data-and-analytics/_Documents/PE-RedefiningHealthCareApr2018.pdf

Petropanagos, A., Chidwick, P., Olliver, J. (2019) Ethics Quality Improvement: Leading Change for Better Care. Impact Ethics (blog post), Published September 23, 2019.
<https://impactethics.ca/2019/09/23/ethics-quality-improvement-leading-change-for-better-care/>

Singh, G., Owens, J., Cribb, A. (2017). What Are the Professional, Political, and Ethical Challenges of Co-Creating Health Care Systems? *AMA, Journal of Ethics* 2017;19(11):1132-1138.
<https://journalofethics.ama-assn.org/article/what-are-professional-political-and-ethical-challenges-co-creating-health-care-systems/2017-11>

Some articles require access with an institutional login. If you need assistance in accessing an article please email NSHEN administrator Krista Mleczko-Skerry at Krista.MleczkoSkerry@iwk.nshealth.ca