

Transformation In Action

Health System Transformation Update – June 2021

A Message from Karen Herd, Deputy Minister, Manitoba Health and Seniors Care

Manitoba's health system has been responding to the COVID-19 pandemic for more than a year and a half. The commitment, professionalism and selfless efforts of individuals and teams across our province and in every sector of the health system are unparalleled.

Manitoba's Health System Transformation and the Transformation Management Office (TMO) have pivoted wherever possible to support the province's pandemic response. This has included replanning the timelines for some health system transformation activities while the attention of clinical and health system leaders is focused on COVID-19. Our focus as a health system will remain on the COVID-19 response until the end of the pandemic. This will mean some transformation timelines will take longer than originally planned.

Regardless of changes to timelines or prioritization, the goals of Health System Transformation remain the same: better care, improved access and quality, greater consistency and equity of services, and the overall sustainability of our health system for the long term. This ongoing work is only made possible by the support and engagement of those whose expertise and experience contributes to Transformation planning.

Thank you for your continued tireless efforts in supporting the Transformation program, our COVID-19 pandemic response, and all areas of client and patient care. We will be engaging with all our stakeholders on relevant timelines and plans and will be providing more frequent updates on Transformation progression as work is completed.

Wave Two Updates

Clinical and Preventive Services Plan

- Detailed planning to support the implementation of Manitoba's Clinical and Preventive Services Plan (CPSP) has progressed, with areas of focus prioritized that would support our health system's response to COVID-19. Implementation teams have been established, or will be established, within each Service Delivery Organization (SDO) to support the recommendations and opportunities outlined in the clinical plan.
- On April 7, 2021, Manitoba's Provincial Budget for 2021 announced an \$812 million capital commitment for initiatives that will improve accessibility, quality and consistency

of health-care services across the province as part of Manitoba's first Clinical and Preventive Services Plan.

- Consultations with each SDO's Board of Directors were completed in early May, as part of an intentional, phased approach to sharing more information with internal stakeholders. Over the coming months, sessions will continue to be booked with health system senior leadership and operations. Timing for these sessions may shift to reflect the immediate demands and pressures resulting from the COVID-19 pandemic.

ED Discharge Summaries in eChart

- The Primary Care Digital Enablers workstream achieved their final CPSP deliverable of adding emergency department discharge (ED) summaries to eChart. The summaries went live on April 14 and help facilitate continuity of care by ensuring important ED-related patient medical history is readily available. This will benefit patients by ensuring care providers in other settings have more complete access to patient care history.
- Since the launch date, more than 41,000 ED discharge summaries have been added to eChart and around 25 per cent of those have been viewed by downstream health-care providers. Previously, access to this information was limited to EPR users and, in some cases, the family physician. This deliverable is functional for facilities using EDIS.

Transformation Project Updates

Bill 10 is now The Health System Governance and Accountability Act

An important step towards achieving long-term improvement and sustainability of our health system is the passing of Bill 10 during the spring session of the legislature, on May 20, 2021. The Act, formerly known as The Regional Health Authorities Amendment Act is now titled The Health System Governance and Accountability Act. The Act now aligns the roles and responsibilities of all health organizations into an integrated system. This includes establishing the five Regional Health Authorities (RHAs), CancerCare Manitoba and Shared Health as separate legal entities (seven statutory corporations), outlining the respective authority of each organization and mandating all the entities to operate within the same accountability structure. The modernization of this Act facilitates the creation of a provincially aligned health system and supports the implementation of a provincial clinical and preventive services plan, which guides coordinated and integrated health services delivery across the province. For more information on the act visit:

- https://www.gov.mb.ca/health/hst/bill10_faq.html
- https://www.gov.mb.ca/health/hst/docs/bill10_technical_briefing_spring2021.pdf

Next, the project to implement these important changes to the Act is underway and many milestones will be achieved throughout the next 12 months.

Service Delivery Organization Realignment and Health System Transitions

While COVID-19 has been the primary focus of the health system, work with health system leaders has continued on the detailed design to support Phase II of Service Delivery Organization Realignment (SDO Realignment). SDO Realignment is part of the Service Delivery Transformation workstream within Health System Transformation focused on creating a provincially aligned and integrated health-care system.

- Phase I of the project is complete. This step established consistent organizational structures and leadership roles across the province.
- Phase II planning is underway, with a focus on previously communicated transitions that will align functions that support local health service delivery.
 - Focus for Phase II is on setting up regional administrative and clinical support functions and coordination of these services across sites and service providers to the region in Winnipeg.

Health System Transformation Wave Two identified transitions of staff and supports that are necessary to develop a provincial health system. Detailed work on transition planning for these functions and departments is underway.

- The timing of all transitions will be based on our health system's readiness relative to the system's COVID-19 response.

Governance Review

Since its inception, Shared Health has had an interim Board of Directors. As highlighted in the March update, the Governance Review focused on creation of the permanent Board for Shared Health and included a jurisdictional scan of composition and best practices. The review also recommended ways to maintain strategic alignment and governance between Shared Health and the other SDO boards.

Next steps are underway and include the creation of a steering committee to implement the Governance Review recommendations. The committee will initially focus on steps to implement review recommendations in the ongoing Board Structure for Shared Health.

From the Transformation Management Office

Supporting the COVID-19 Response

- Throughout the course of the last year, more than 70 TMO and Digital Health Project Management Office (PMO) staff have been temporarily redeployed to support the

province's COVID-19 pandemic response. These staff and contract resources have assisted (and continue to assist in many cases) a wide variety of initiatives including supply chain, contact tracing, vaccine distribution and clinics, public health contact centre expansions, personal care home staffing, testing and assessment sites and support for Occupational and Environmental Safety and Health. TMO Transformation Lead Ian Shaw assisted in accelerating critical services including the establishment of provincial contract tracing, management process for Manitoba's personal protective equipment inventory, implementation of alternative isolation accommodations in rural areas and PCH One Site implementation.

- The level of skill and ability within the TMO has been extremely valued during these redeployments and as COVID-19 response evolves, staff are being rededicated back to Transformation or Digital Health activities when appropriate.

Career Opportunities

While COVID-19 continues to be the primary focus of our health system, Health System Transformation is continuing towards the goal of a sustainable system that consistently delivers safe, high-quality health care to all Manitobans. Refined positions to support the new health system design are continually being posted.

Current listings and role details will remain accessible at the following links:

English <https://www.gov.mb.ca/health/hst/careers.html>

French <https://www.gov.mb.ca/health/hst/careers.fr.html>

We strongly encourage anyone who has an interest in these positions to apply. Please share these opportunities with any relevant staff in your organization. Skilled, energetic and engaged staff are essential to our success and these new roles will be an important part of an integrated health system.

Transformation in Action: Feature of the Month

Service Purchase Agreements: A Foundation for Engagement and Equitable Care

It's not every day the language used in a standard contract is noteworthy. But it's also not every day that language acts as a foundational (albeit small) step toward a provincial health system that provides consistent and equitable care to the diverse patient populations we serve.

Nicole Chammartin, outgoing executive director of Klinik Community Health, had never focused on the potential benefits of something as seemingly small as a standardized service purchase agreement (SPA) template. The invitation to participate in collaborative planning sessions - with

different stakeholders from acute care, long-term care and community health - intended to create new standardized language used in Manitoba SPAs. The task, she was informed at the outset, would help make managing the existing 250 health-care SPAs much more efficient.

“This was the first time many of us had done something like this – coming together to find a common ground that would inform these agreements and lay the foundation for the services we provide Manitobans. We knew language was important and needed to be intentional to ensure protection and respect for each of the populations we serve.”

Chammartin said she participated in the review process with not only her organization in mind, but also thinking about the people Clinic serves. As a member of the Manitoba Association of Community Health (MACH), Nicole also kept in mind the broader community health perspective which focuses on improving the health and well-being of Manitoba residents.

“That opportunity for authentic engagement is really critical,” Chammartin added. “It’s how we ensure that our voice, and our ability to reflect the needs of the population we serve, is heard as part of describing the structures that surround our work.”

Chammartin noted the process itself, in developing the revised SPA, was important in opening new doors for future opportunities for engagement.

“It creates a foundation for us to continue engagement in the future,” she said. “There was a lot of appreciation that this type of table was created, and that’s not something we’ve necessarily seen before.”

Guiding this work, was the vision of Manitoba’s Health System Transformation to create standardized and efficient processes that enable inclusive and equitable health services that address the needs of all Manitobans. “This initiative is a great example of stakeholders working collaboratively on common goals while improving efficiency which demonstrates the capabilities of a more provincially integrated and coordinated health-care system,” said Dan Skwarchuk, assistant deputy minister for Manitoba Health and Seniors Care.

Ian Shaw, transformation management lead for the Transformation Management Office, said he feels this approach to the creation of a new SPA template was the right step forward for Manitoba’s health system.

“We know this is a small step, but it is an important step toward acknowledging and allowing for improved equity in the delivery of health services,” said Shaw. “Starting at this step really is the root of a new process that welcomes stakeholders to bring their expertise to inform transformation initiatives. We are committed to ensuring our processes and outcomes reflect the values and needs of the populations we serve.”

RIGHT CARE.

RIGHT TIME.

RIGHT PLACE.

Health System Transformation

The Transformation Management Office (TMO) would like to acknowledge the significance of June recognition events, including Pride Month, National Indigenous History Month and National Indigenous Peoples Day (June 21). Continuous attention and work is needed to ensure barriers to health care are removed for all populations in Manitoba. The TMO is proud to action work on initiatives, such as service purchase agreements, that build towards equitable and appropriate health care for all in our communities.

More Information on Health System Transformation

Feedback

<https://www.gov.mb.ca/health/hst/feedback.html>

Updates & Resources

<https://www.gov.mb.ca/health/hst/resources.html>