



Health, Seniors and Active Living
Deputy Minister
Room 310 Legislative Building, Winnipeg, Manitoba, Canada R3C 0V8

December 13, 2017

To: All Health Leaders and Staff

Subject: Health System Transformation Update

We are embarking on a transformation that will see the roles of Manitoba Health, Seniors and Active Living (MHSAL), the regional health authorities (RHAs) and health organizations such as Diagnostics Services of Manitoba (DSM), CancerCare Manitoba (CCMB) and the Addictions Foundation of Manitoba (AFM), change and evolve. The new provincial health organization, Shared Health, will plan preventive, clinical and business services in a more coordinated and province-wide manner based on evidence, with the goal of establishing a sustainable health system that provides optimal and equitable care for Manitobans.

Each organization will have defined areas of responsibility that are coordinated to allow health system staff to be more effective in their role.

Over the past number of months, work has been underway to establish a strong foundation to support the health system through this transformation.

A Transformation Leadership Team (TLT) has been established, including representatives from across the health system, and has received a mandate from the Minister of Health, Seniors and Acting Living. Under my leadership as chair, the TLT is prioritizing transformation initiatives and making recommendations on governance and policy development. Members have been carefully selected to ensure robust links to both rural and urban health organizations, as well as to strengthen system knowledge across preventive, clinical and business health domains. The TLT's membership may evolve as the transformation progresses and as a governance model is finalized.

A health system transformation blueprint and roadmap are currently in development, a process that will involve the engagement and contributions of leaders from organizations within the health system.

The blueprint (the “WHAT”) will set out the structure and makeup of the overall health system as well as the roles, responsibilities and accountabilities of individual organizations. The roadmap (the “HOW”) will describe the various projects and activities that must occur in order to move us from the current state through the various stages of transformation to the future state. The roadmap will also reflect the timelines for individual project milestones.

The blueprint and roadmap are expected to be completed in the first quarter of 2018 and will be grounded in guiding principles set out by the Government of Manitoba, including:

- integrating and co-ordinating clinical and business functions to achieve quality, evidence-based standards seamlessly executed across the province;

- clarifying roles, responsibilities and accountability for MHSAL, RHAs, health organizations and Shared Health;
- reducing duplication and overlapping of business processes to achieve streamlined processes within an integrated health system;
- forming the Shared Health corporate structure;
- integrating and executing the WRHA's *Healing Our Health System Plan Phase 2*
- integrating the transformation plans of the Northern Regional Health Authority, Prairie Mountain Health, Southern Health-Santé Sud and Interlake-Eastern Regional Health Authority

To support the delivery and execution of the transformation initiatives, the TLT has initiated steps to build a team of resources within the Transformation Management Office (TMO). This team will collaborate with health system stakeholders to ensure initiatives are delivered according to plan and deadline.

We will provide information about individual transformation initiatives as they are started. Some of these projects will be kicked off in parallel with the blueprint and roadmap development.

Across Manitoba, talented and dedicated staff ensure clients, patients and residents are provided with the best health care possible, each and every day. We understand that staff and leaders have many questions about the health system transformation, how they may be engaged and where to access more information.

There will be opportunities for representatives from health organizations in Manitoba to participate in activities that will inform the development of the transformation roadmap and the execution of associated projects. Engagement of health stakeholders is key to the success of these transformation initiatives and your organizations will receive requests for participation.

Transformation of this magnitude cannot be accomplished without significant information gathering and I encourage you to participate as requests for information from you are made.

We are committed to providing regular updates and to communicating key decisions to you as we continue our journey toward a sustainable and coordinated provincial health system that provides excellent care for Manitobans.

Karen Herd, CA
Deputy Minister of Health, Seniors and Active Living