

Transformation Update

March 2019

Over the coming months, a number of projects within Wave One of Manitoba's Health System Transformation will progress from their current focus on detailed planning to activities that support transition and consolidation prior to assuming operational responsibility or commencing initiatives that will optimize service delivery, in accordance with the transformation blueprint and roadmap.

A detailed integrated program plan has been developed to monitor progress, identify interdependencies and ensure timelines are met throughout Wave One. Senior leaders have now participated in a walk-through of this detailed plan of projects within the six workstreams of the transformation as the approximately 30 in-flight Wave One projects progress and preparation begins for Wave Two.

New projects initiated since the January update include:

- Establish Service Management Capability
- Service Purchase Agreement Consultation
- Laundry Shared Service Planning and Transition
- Food Shared Service Planning and Transition.

Wave One Transformation

Efforts throughout Wave One of Manitoba's Health System Transformation Program are fundamental to the implementation of improved strategic planning, delivery and measurement of health services across the province. Each change implemented through Wave One will improve the coordination, integration and consistency of services and delivery across the health system and will support activities planned for Waves Two and Three.

The Manitoba government has introduced amendments to The Regional Health Authorities Act and other legislation to support the successful implementation of the province's health system transformation. For further information visit <https://www.gov.mb.ca/health/hst/bill10.html>.

A "Key Milestones in Health System Transformation" document is included in this update to support enhanced understanding of the work underway and the important interdependencies between the projects.

The MHSAL transformation will prepare and build capacity for the department's revised role and will be supported by the establishment of clear commissioning processes, common service purchase agreements and comprehensive dashboards that will enable regular monitoring and reporting of outcomes and indicators across the system.

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Commissioning and accountability will be closely linked to provincial clinical and preventive services planning as well as quality, patient safety and accreditation work. Prioritized changes and solutions will be commissioned by MHSAL to support the implementation of recommendations within these Workstreams.

The transition of staff to Shared Health, consolidation of health sector bargaining units and development of a provincial workforce plan and recruitment and retention strategies are foundational to the establishment and maintenance of a health workforce able to support clinical and preventive service delivery needs for Manitoba over the long term.

The establishment of provincial shared services will also be closely tied to the recommendations of the provincial clinical and preventive services plan as resources are consolidated from across the healthcare system to better support the delivery of consistent services province-wide. Work is already underway in areas such as Information and Communication Technology (ICT) and Supply Chain with other areas identified in the blueprint to be confirmed through a common business-case analysis process.

An approach to benefits realization tracking has been approved and is being applied to all transformation workstreams. Initial efforts are focused on Manitoba Health, Seniors and Active Living (MHSAL) Refocusing, Digital Health Transition, Provincial Diagnostic Services Consolidation and Winnipeg Regional Health Authority (WRHA) Phase II Clinical Consolidation. This framework will ensure investments and savings within each project of the transformation are captured and reported in a consistent manner.

Manitoba Health, Seniors and Active Living Refocusing

Manitoba Health, Seniors and Active Living's strengthened mandate for health system policy, commissioning, performance and accountability management came into effect January 7, 2019 with the introduction of a new departmental structure.

Through Waves Two and Three of Manitoba's Health System Transformation, MHSAL will complete the shift of direct services from the department to the health care delivery system and will continue the implementation of commissioning and accountability frameworks.

Provincial Health System Performance Management System

As part of the broader performance management process being introduced through the transformation project, a health system performance dashboard is being developed.

Guided by a broad-based Advisory Group, consultation has taken place with senior leadership and boards of directors from all regional health authorities as well as CancerCare Manitoba and Addictions Foundation of Manitoba. These discussions have been aimed at identifying dashboard requirements and ensuring that dashboard content is able to objectively capture measures of health system performance in areas such as access to health services, patient experience, safety and sustainability.

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Data sources have now been validated and prototype (pilot) dashboards are being produced and shared with service delivery organizations to gather feedback and input related to necessary region or organization specific customization.

The Performance Management System project team has been working closely both the Information Management and Analytics project and the Commissioning and Accountability Management Framework project to ensure integration. Together, these tools will enable all service delivery organizations and MHSAL to closely monitor provincial results and work together to ensure provincial goals and targets achieved. The project team has also carefully coordinated its work with the Quality, Patient Safety and Accreditation project to ensure all measurement indices, targets and processes are consistent and integrated with strategic quality and safety objectives across the health system.

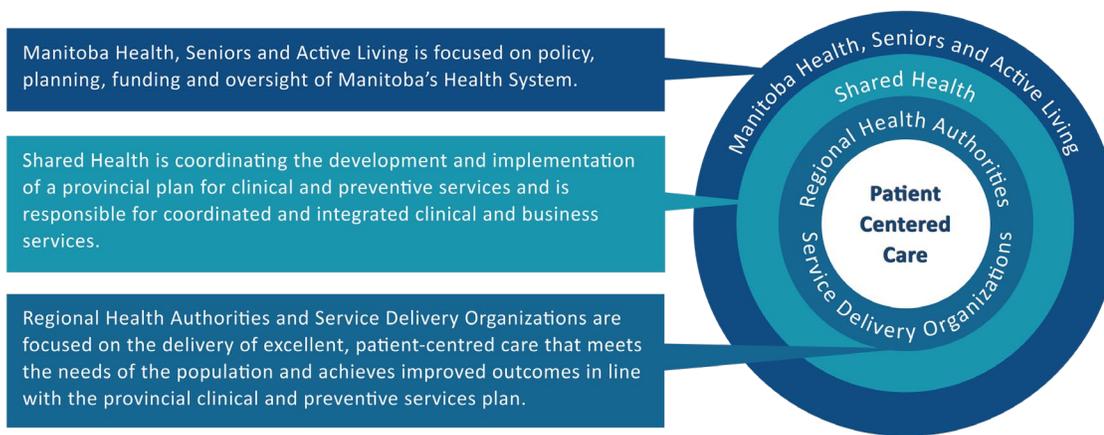
Work is ongoing to refine and test the dashboard and orientation is anticipated to begin in March 2019. Full deployment across the health care system is anticipated to occur by April 2019 for the target audience of service delivery organization boards and senior management and MHSAL senior management.

Commissioning and Accountability

Work initiated within the commissioning and accountability workstream is focused on the redesign of the annual planning and budgeting process across Manitoba's health system. Shared Health has received commissioning instruction from MHSAL and it has been confirmed that the commissioning call for 2020/21 will incorporate priorities from the Provincial Clinical and Preventive Services Planning process and other transformation-informed objectives. This is a significant milestone in our collective efforts to change the process by which services in Manitoba's health system are planned and funded.

Service Delivery Transformation

Work is underway to ensure the seamless transition of staff, services and areas of responsibility within the health system identified in Wave One of Manitoba's Health System Transformation.



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Within the department of Health, Seniors & Active Living (MHSAL), a new departmental structure took effect in January to support MHSAL's strengthened mandate for policy, planning, funding and oversight. The department's new design intentionally shifts MHSAL work away from direct service delivery and toward an enhanced focus on evaluating health system's performance and measuring of system-wide efforts to meet the needs of Manitoba patients.

A Transition Division has been established within this new departmental structure. This division will exist on a temporary basis to support ongoing collaborative work with the Transformation Management Office. It also assumes responsibility for transitions from MHSAL to organizations in the health system that are expected to require additional time for full implementation.

Across the health system, staff working in departments, programs, services and sites that are included in Wave One of the transformation will begin transitioning to Shared Health in April 2019. These moves are aligned with the Transformation Blueprint and support the realignment and consolidation of organizational roles as well as the establishment of certain shared services and provincial programs within Shared Health.

Detailed projects to define the organizational structure of both Shared Health and the Winnipeg Regional Health Authority have been initiated. This is a structured process that leverages the financial modeling utilized to create the transformation blueprint. The process will realign functions within health system organizations and will be extended to regional health authorities and CancerCare Manitoba in the coming months.

Shared Health Activation

In alignment with the focus of Wave One on aligning and consolidating the roles of health care organizations, and Shared Health's mandate to serve the province as a whole, a number of program/services will transfer to Shared Health in April, 2019.

Notifications have been made and materials have been shared with health system senior leadership, directors and managers. Communications are now being distributed to individual staff affected by the transitions.

Staff will transition with their current terms and conditions of employment, including benefits, pension, and accruals. Unionized staff will transition under their current collective agreement.

A comprehensive engagement process with RHA leadership, directors, managers, unions and employees has been built into this workstream to ensure the sharing of up-to-date, accurate information about staff transitions. As part of these Wave One transitions, work to establish effective operational models following the transition is underway. This work includes efforts to transition legal agreements and assets integral to the delivery of services.

Productive discussions have taken place and will continue with unions representing transitioning staff to ensure appropriate labour adjustment strategies are developed and implemented.

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Medical staff will receive appointments to Shared Health and the privileges granted to individual medical staff members will remain unchanged through these transitions.

For more information on staff transitions to Shared Health visit <http://sharedhealthmb.ca/news/2019-02-12-employee-transitions-to-shared-health.pdf>.

Provincial Clinical and Preventive Services Planning

Over the past four months, [Provincial Clinical Team](#) (PCT) members have been analyzing data, reviewing leading practices and models of care from other jurisdictions and developing a plan that will bring health services closer to home for Manitoba patients. Workshops have concluded and clinical leaders are now developing a draft framework for Manitoba health service delivery.

Meetings are now scheduled or taking place across the province to engage clinical leaders in dialogue about the issues and opportunities emerging through the planning process as well as to enhance awareness of the draft framework of a provincial integrated network model being developed. These initial engagement sessions will continue through February and March. By April, it is anticipated that a second round of engagement will begin, during which additional details of the network concept and models of care will be shared with clinical providers.

Workforce

Mandates and Bargaining Unit Restructuring:

In May 2018, Robert Pruden was appointed as Commissioner responsible for implementing The Health Sector Bargaining Unit Review Act (Bill 29). The Commissioner is leading the process by which Manitoba's health system bargaining unit structure will be simplified from the current 190 bargaining units (and same number of collective agreements) to approximately 36.

Representation votes will be conducted among employees in each new bargaining unit to determine which union will represent them in the future. When the votes take place, electronic voting will be utilized to maximize the opportunity for each voter to participate.

The Commissioner has established a website to provide health system staff with information about the implementation process and their role in it. For more information visit: www.bill29commissioner.com.

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Shared Services

Supply Chain Management (SCM) Planning and Implementation:

Data from health regions and organizations across Manitoba has now been compiled, including information related to current processes, employee resources, technology, transportation, facilities, mandate and governance. Data collection, stakeholder interviews, organizational documentation, and field-visits were conducted and analysis of leading practices is now complete.

Draft supply chain models are being prepared and will be assessed for opportunities to leverage existing strengths as well as the potential impact of new models. A new service management framework is expected to be introduced beginning in June 2019.

Health Human Resources Shared Service:

Work is nearing completion on recommendations related to a provincial Health Human Resources Shared Service Plan to realign and transform HR services and develop a made-in-Manitoba integrated HR Shared Services model.

Interviews were conducted with health system stakeholders, a comprehensive HR survey was completed (completion rate of 95 per cent), a collaborative summit engaged stakeholders in a strategic discussion about the future model, and a robust analysis of leading practices and benchmarks was completed. A provincial service model is being recommended, with planning and design work nearing completion.

Assessment of Shared Service Opportunities:

A business case template has been developed to consistently, effectively and transparently evaluate opportunities for shared services within Shared Health. Potential shared services will be subject to consistent analysis of opportunities, their strategic alignment with the principles of transformation, an environmental and stakeholder impact analysis and risk assessment.

Strategic Systems Planning

Indigenous Partnership Strategy

Workshops have been held with participation from First Nations, Inuit, and Urban Indigenous organizations and communities across Manitoba, as well as Indigenous Health Representatives. Surveys will be sent in coordination with Northern Affairs Community Councils to obtain feedback from additional Indigenous organizations and communities. The feedback provided at gatherings and to be received from the surveys will inform the development of the Indigenous Partnership Framework and Strategic Action Plan. This process is being guided by an Advisory Group made up of individuals with a broad base of knowledge, expertise and perspective, as well as the Truth and Reconciliation Commission Calls to Action, the United Nations Declaration on the Rights of Indigenous Peoples and The Path to Reconciliation Act.

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Quality, Patient Safety and Accreditation Review

The development of a provincial strategy for Quality, Patient Safety and Accreditation is well underway, with the objective of better leveraging investment to support improved outcomes for patients and service delivery organizations. The project is now developing a detailed plan for implementation as well as an organizational design for the delivery of these services provincially within Shared Health

Mental Health & Addictions Implementation Strategy & Design

Planning for the development of a three year implementation plan to guide the delivery of prioritized VIRGO recommendations continues. This involves a structured, whole of government approach with engagement from Manitoba Health, Seniors and Active Living, Justice, Education and Training, Families and the Transformation Management Office.

Early steps to consolidate mental health and addictions resources will begin in April 2019. The transition of WRHA Mental Health Program Services to Shared Health will support the implementation of VIRGO-aligned service enhancements and ensure a solid foundation for more effective provincial delivery of mental health and addictions services. Detailed design of a coordinated and integrated mental health and addictions system is underway.

French Language Services

Work within Manitoba's Health System Transformation includes a commitment to considering the impact of decision-making on our legislated requirement to provide services to Manitoba's Francophone community in French as well as our ability to ensure health services across the province are able to meet the needs of Manitoba's Francophone population.

Further Information and Feedback

A series of training modules has been developed to ensure health system leaders are prepared to guide and support employees as they lead them through transformation. The Transformation Management Office (TMO) is offering health system leaders a practical, hands-on learning series called *Leading through Change*. Each module is approximately 45 minutes in length and includes tools, templates and practical exercises. For more information or to schedule a session, please contact Dennis Dwornick at 204-785-3172 or ddwornick@manitoba-ehealth.ca.

We want to hear from you. Share your input or questions on health system transformation at:

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

