

Transformation Update

October 3, 2018

Transformation in progress

Manitoba's Health System Transformation is being carefully sequenced over several years to ensure foundational changes are implemented early in the program. This strategic and thoughtful approach will ensure the success of future phases of the transformation and individual projects within future waves.

We know there are many questions about the progress of the transformation so far, including specific details on how this work will impact staff across the system.

As work progresses, updates will be provided.. Please check back frequently for the most up-to-date information at: <http://www.gov.mb.ca/health/hst/faq.htm>

Program Status Update

Over the past number of months, the transformation management office has been focused on the development of a robust, data-based analysis of the current state of Manitoba's health system. This process has included gathering information and detailed data from each regional health authority, health organization and Manitoba Health, Seniors and Active Living. As well, previous studies and reviews and significant engagement with – and feedback from – service delivery organizations, clinical leaders and involved stakeholders have been instrumental in providing an external perspective on our system and include objective data.

As a result of this work, wave one projects are now underway.

Representatives from across Manitoba's health system are involved in the development of a detailed work plan for each project, providing their expertise and knowledge to identify the building blocks for governance, organizational structure, consistent policies and clear lines of reporting.

Project deliverables must encompass province-wide integration of health services and improved clinical and service delivery across the province. Project plans must adhere to the principles of the broader transformation, including a "patient first" approach, respect for people and culture, a maintained focus on quality and safety and evidence-based decision making.

Early planning has focused on identifying areas of interdependency that will require collaboration and coordination across the Health System Transformation Program.

Wave One Projects Underway:

➤ Provincial Health System Performance Management Project

The development and implementation of a consistent performance management dashboard is fundamental to our ability to monitor progress on key health system priorities.

This project will review the current state to identify what is working well and where additional data sources are required. It will also create a baseline from which progress and performance may be tracked and will develop provincial indicators and a provincial management and accountability framework to be utilized by each health service delivery organization in Manitoba.

➤ **Information & Communication Technology (ICT) Shared Services Planning and Transition Project**

The establishment of a single provincial information and communications technology (ICT) service will support improved access to care through central accountability and management of province-wide health-care ICT resources.

An ICT senior leadership team has been established and is responsible for the planning and development of the formal structure of the ICT shared service and its implementation.

➤ **Provincial Information Management and Analytics (IM&A) Shared Service Project**

Work to create a Provincial IM & A shared service within Manitoba Health, Seniors and Active Living (MHSAL) is underway. This project will result in a provincially-integrated and system-wide capability to support health system transformation, quality improvement, administration of provincial data quality standards, and integration of systems, processes and data.

➤ **Transition Health Sciences Centre Winnipeg (HSC) Project**

Health Sciences Centre Winnipeg (HSC) will transition to Shared Health in April 2019, enabling the facility to focus on providing specialist and high-acuity health care services while ensuring integrated and seamless patient care pathways. A transition oversight group consisting of senior representatives from HSC, Shared Health and the WRHA has been established and a project team is working on the key legal and financial, clinical services, and human resource components of the transition.

HSC will continue to work in close partnership with the WRHA to implement Phase II Clinical Consolidation changes which are a key, aligned component of Manitoba's health system transformation.

➤ **Provincial Diagnostic Services Consolidation Project**

The consolidation of Provincial Diagnostic Services, including all diagnostic imaging services currently within both the Winnipeg Regional Health Authority (WRHA) and the Brandon Regional Health Centre (BRHC) will allow for harmonized and standardized service delivery across Manitoba, enabling services to be delivered to patients more efficiently and effectively.

A project team has been established to plan both the operational and human resource requirements of this transition to Shared Health in the spring of 2019.

➤ **Emergency Medical Services and Patient Transport**

The development of a provincial EMS and Patient Transport model will allow for improved service delivery and patient experience while ensuring health care providers are able to continually develop their scope of practice in accordance with the specific needs of the patient population.

An EMS and Patient Transport team is leading this work focused initially on integrated service delivery, provincially defined and applied policies and centralized clinical and operational governance. Over time, this transition will include the movement of clinical support to Shared Health.

➤ **Provincial Clinical and Preventive Services Plan Project**

Health-care professionals and clinical experts from varied backgrounds, specialties and geographic regions are working across 11 Provincial Clinical Teams (PCTs) to create a provincial clinical and preventive services plan that will allow patients to easily navigate health services and access the care they need, when they need it, as close to home as possible and provided by the most appropriate health care professional(s).

PCTs are reviewing data that has been compiled to reflect the current state of their specialty area and are analyzing the models of care and practices used in other jurisdictions. Teams are then discussing how models of care and practices could apply to specific issues and challenges identified in Manitoba's current state. This will include the discussion and development of draft standards and pathways, as well as consideration of specialized populations, a plan for implementation and proposed methods of evaluation.

Over the next number of months, provincial clinical teams will work through specific challenges that exist in their area(s) of expertise to:

- identify ways to break down the barriers patients experience when accessing care in different regions of the province;
- define patient-centered models of care and clinical pathways;
- plan for integrated support services, including diagnostics, patient transport and emergency medical services;
- identify requirements for infrastructure, equipment and technology capital needs;
- clearly define provider roles and innovative staffing models/integrated teams;
- establish clear service standards with target service levels; and
- create defined, measurable outcomes and indicators to demonstrate success.

➤ **Indigenous Partnership Strategy Project**

Indigenous Health has been identified as a priority across the Health System Transformation Program and engagement and planning is now underway to ensure all projects within the transformation are appropriately informed as to how best address the health needs of Manitoba's First Nations, Inuit and Metis populations in a culturally responsive and respectful manner.

Project co-leads Dr. Catherine Cook and Avis Gray will lead broad engagement work with the Indigenous community that will assist in the development of a system-wide Indigenous Partnership Strategy.

➤ **Quality, Patient Safety and Accreditation**

A sustainable, simplified, consistent provincial approach to accreditation, continuous improvement, enhanced quality patient care and the availability of safe and consistent service delivery across all service delivery organizations will be achieved through the establishment of a provincial framework that incorporates leading practices and the input of patients and their loved ones.

➤ **Update on Manitoba's Mental Health and Addictions Strategy**

In the Spring of 2018, VIRGO Planning and Evaluation Consultants provided the Minister of Health, Seniors and Active Living with a report, entitled *Improving Access and Coordination of Mental Health and Addictions Services: A Provincial Strategy for all Manitobans*. The VIRGO report includes recommendations for improving access to and coordination of mental health and addictions services in Manitoba.

Since the report was received, work to analyze the recommendations and develop an implementation plan for short and long-term initiatives has been underway. This project includes efforts to align the detailed planning and implementation of the mental health and addictions strategy with the broader health system transformation. Updates on this initiative are available at:

<https://www.gov.mb.ca/health/mha/strategy.html>

Next Steps

With an evidence and data informed current state developed, the foundation for detailed transformation planning and decision making is in place. The areas of focus for each project in Wave One have been developed to organize and sequence the work involved in the Health System Transformation, ensuring integration and alignment across organizations while enabling a continued operational focus on the delivery of health-care services across the province.

The engagement of provincial health system leaders, clinicians and front-line staff, key stakeholder groups and patients will continue as the projects proceed to ensure work plans are developed and informed by a broad base of feedback and expertise.

Feedback

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

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

RIGHT CARE.

RIGHT TIME.

RIGHT PLACE.

Health System Transformation

Staff Resources

In addition to the leadership Transformation Blueprint and Roadmap awareness sessions provided in June and July, there is now an awareness video available on the Health Transformation website at: <http://www.gov.mb.ca/health/hst/resources.html#videos>