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Health System Transformation

Transformation Update

November 14, 2018

Transformation in Progress

All workstreams within Wave One of Manitoba's Health System Transformation are underway. The workstreams are focused on realigning or consolidating aspects of the health system that will lay the foundation for evidence-based, patient-centred care for all Manitobans.

Advisory groups have been established for each workstream, comprised of clinical providers and administrative leaders from across the province. These groups are overseeing engagement and planning activities to ensure necessary systems and processes are in place to support and sustain changes before they are made. The membership of all Health System Transformation Advisory Groups is available at: <https://www.gov.mb.ca/health/hst/faq.html>.

We will continue to provide you with monthly updates so you will be aware and up to date on all the projects underway and the timelines and coordination necessary to continue the health system transformation process.

Foundational Change for Manitoba Health, Seniors and Active Living

Refocusing the role of Manitoba Health, Seniors and Active Living (MHSAL) is another foundational component of work underway in Wave One of Manitoba's Health System Transformation.

The MHSAL redesign represents a fundamental shift in how the department currently operates. The future role is focused on policy, planning, commissioning and oversight, with a greater emphasis on evaluating how the health system can best meet the needs of Manitobans.

MHSAL's reorganization will establish the structures and mechanisms necessary to support the Minister and Government to effectively plan for the future health needs of Manitobans, commission the delivery of health services by service delivery organizations, and measure the province's success in meeting established targets and objectives. The reorganization takes effect in early January 2019.

MHSAL's redesign includes enhanced system planning and integration capacity to enable the department to review, approve and commission the health system to operationalize the Provincial Clinical and Preventive Services Plan along with accompanying workforce, capital and shared services plans. To help inform these efforts with the best available evidence, MHSAL's future role will also include a stronger and more provincially-oriented information management and analytics function.

Many jurisdictions have achieved significant improvements to their health systems by moving to this model of integrated commissioning, adopting best practices to maximize efficiency and effectiveness while reducing variability

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and emphasizing care delivered closer to home by gradually shifting from a more acute hospital focused health system to one rooted in primary and community care.

Assessing Needs and Designing Services:

Manitoba's Provincial Clinical and Preventive Services Plan

Manitoba's Clinical and Preventive Services Plan will outline "preferred models of care", integrated services and patient pathways along the health continuum.

This plan, based on data, population information and the expertise of a broad group of clinicians from across Manitoba, will clearly outline how and where care for a specific population or service will take place, ensuring that patients are able to receive the right services, at the right time and in the right place to achieve the best possible outcomes.

Delivering to Users:

Patient-centred Care for Manitobans

Informed by this planning, Manitoba Health, Seniors and Active Living will determine:

- What services are required and which organizations are needed to deliver each service or service grouping;
- How payment will be structured for those services (global or targeted funding versus quality based service delivery); and
- The targets against which the delivery of services will be measured (wait times, patient outcomes, quality and safety measurements) and the performance metrics that will need to be reported by each service delivery organization in order to analyze the effectiveness of those organizations in meeting defined targets.

Service delivery organizations will focus on the delivery of excellent patient care and will be responsible for delivering services in accordance with the established provincial service models, standards and protocols.

Services will be coordinated and consistent across organizations and sites with clear accountability and understanding of "who" is responsible for the care of a specific population or delivery of a particular service as well as where intersecting patient pathways exist to ensure the seamless transition of patients across the health continuum. The creation of a rolling five year Provincial Clinical and Preventive Services Plan will allow for evidence-based, data-informed planning for service delivery, workforce requirements and necessary capital investment.

Over time, funding for health service delivery will evolve beyond the current global and ad hoc targeted funding to consider a model that could incorporate methods such as quality-based incentive funding and population based models.

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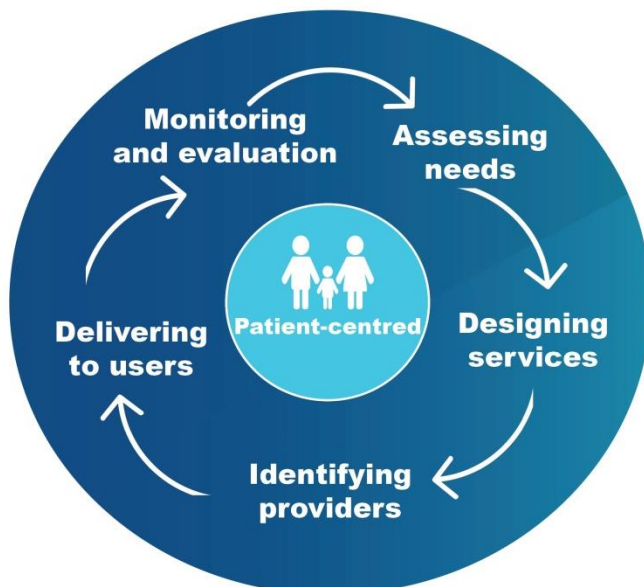
Monitoring and Evaluation

Oversight, Evaluation and Performance Management

As Manitoba moves to an integrated health service delivery framework, the oversight role of MHSAL to monitor outcomes, measure performance, and hold the health-care delivery system to account for the services they provide to Manitobans, will strengthen. The Ministry's ability to determine the success of service delivery organizations in implementing and delivering commissioned services to Manitobans will be aided by the creation of consistent performance dashboards, reporting frameworks and accountability mechanisms.

These tools are in development and once complete will be integrated into the normal operation of all service delivery organizations. The management and reporting framework will feature standardized indicators, baseline measurements and clear targets/comparators to help interpret performance and progress.

Performance dashboards will enable regular monitoring of progress on key health system priorities such as wait times and access. Accountability mechanisms will be established between service delivery organizations and MHSAL to review outcomes to assess the alignment of services delivered with the Provincial Clinical and Preventive Services Plan and its associated metrics and standards. MHSAL will work with service delivery organizations to adjust policies, plans and funding agreements in order to improve the system's accountability to patients, families, communities and government for the quality services provided to Manitobans.



Adapted From: {Public Service Commissioning Model per National Audit Office, UK}

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Upcoming Events

A provincial clinical symposium in December will once again bring together all Provincial Clinical Team members to discuss initial future state models of care, including draft standards, patient and clinical pathways, consideration of specialized populations and proposed means of evaluation or measurement of success.

Key enablers and areas of interdependency will also be identified as clinical leaders from across Manitoba continue their work to create a health system where patients are able to easily navigate services and quickly access the care they need.

The membership of the Provincial Clinical Teams is available at:

https://www.gov.mb.ca/health/hst/docs/membership_list.pdf

Resources for Leaders and Staff

Resources for Leaders and Staff

We understand health system leadership and staff have many questions related to the ongoing Health System Transformation and the work underway to develop a Provincial Clinical and Preventive Services Plan.

Answers to Frequently Asked Questions may be found at: <https://www.gov.mb.ca/health/hst/faq.html>.

Regular updates on the development of Manitoba's Provincial Clinical and Preventive Services Plan may be found at:

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