

RIGHT CARE.

RIGHT TIME.

RIGHT PLACE.

Health System Transformation

Transformation Update

January 2019

Transformation in Progress

A Health System Transformation roadmap has been developed as an integrated program plan with six workstreams: Manitoba Health, Seniors and Active Living Refocusing; Service Delivery Transformation; Provincial Clinical and Preventive Services Planning; Shared Services; Workforce; and Strategic Systems Planning.

Each workstream is comprised of defined projects with detailed roadmaps that will direct work over three waves, each anticipated to be one year in length. Wave One began in April 2018.

Projects are undergoing detailed financial analysis, including internal and external benchmarking, to confirm their alignment with the principles of transformation: Efficiency and Effectiveness; Economy; Role Clarity; and Simplification.

These efforts will determine:

- Real opportunities for service consolidation;
- Integration of functions and capabilities to achieve a level of expertise and scale to execute;
- Cost savings and efficiencies to be realized from realignment and by comparison to leading practices; and
- Potential for alternative service delivery.

An integrated program, Manitoba's health system transformation consists of activities happening in parallel across many projects, all of which influence or inform work and timelines of other projects.

Manitoba's Transformation Management Office is closely monitoring progress, opportunities and challenges across all projects within the transformation to ensure progress remains on track. Offering increased visibility to boards of directors, senior leaders, directors and managers throughout the system is intended to ensure a shared understanding of priority work and a common appreciation of transformation milestones.

Learning from Global Successes

Front-line providers and clinical experts from across our province are working on the development of a made-in-Manitoba plan to deliver better health outcomes, shorter wait times and improved national rankings. Participants are gathering information and reviewing data on services, delivery and models of care from across the province as well as leading practices from other jurisdictions.

RIGHT CARE.

RIGHT TIME.

RIGHT PLACE.

Health System Transformation

December's Provincial Clinical Symposium offered the opportunity for participants in the development of Manitoba's Provincial Clinical and Preventive Services Plan to hear from Dr. Rohan Hammett, Asia Pacific Healthcare Lead Partner with Deloitte Inc. A consultant physician in gastroenterology, Dr. Hammett has experience as a clinician, health system manager and government regulator and has led global initiatives to transform healthcare delivery around the world.

Dr. Hammett spoke about his experience working in a jurisdiction similar to Manitoba in its population base, highly distributed rural population and single urban centre and that had experienced poorer than national outcomes and was faced with high incidence of chronic disease and significant variation across sites in procedures, treatment and tests.

The presentation concluded with three key takeaways for Manitoba's Provincial Clinical Teams to consider:

- Data and evidence must inform choices;
- Robust Primary Health and Community Services are key; and
- The establishment of good clinical governance is essential to ensuring consistency and quality of care.

Program Status Update

Provincial Clinical and Preventive Services Planning

Initiated in June 2018, 11 Provincial Clinical Teams have now been established and have taken part in visioning workshops and various planning sessions.

A Provincial Clinical Symposium held on Dec. 3, 2018 included participation from 248 Manitoba clinical resources. Key challenges and opportunities are being identified and analyzed and teams are now working on the detailed design of a proposed future model of provincial service delivery.

Provincial Clinical Teams have also reviewed service delivery practices and models of care used in other health jurisdictions. Examples with relevance to the Manitoba health-care environment (population profile, rural and remote communities, diverse makeup of health care providers) are informing the design of a future model of service delivery in areas such as:

- Centralized referral and intake;
- Provincial databases to collect and monitor key indicators of system performance and patient outcomes;
- Enhanced community supports to enable care closer to home;
- Consistent pathways for specific patient populations and improved coordination across the continuum of care from generalist to specialist and back;
- Innovative approaches to care including digital health enablers; and
- Provincial clinical governance networks to inform and guide consistent delivery, standards, and pathways across the province.

RIGHT CARE.

RIGHT TIME.

RIGHT PLACE.

Health System Transformation

Emergency Medical Services (EMS) and Patient Transport

Work to support the transition of EMS and Patient Transport services to a provincial model with integrated service delivery, provincially defined and applied policies and centralized clinical and operational governance with Shared Health, is ongoing.

As transformation project work continues, the day-to-day operations of EMS and Patient Transport will continue to be managed as per the current Regional and Program structures. Formal guidelines to ensure operational decisions such as project initiatives, staffing, capital purchases and contracts are aligned with transformation initiatives are in development and will be made available to regional health authorities and service delivery organizations in early 2019.

Collective Agreement Consolidation (Bargaining Unit Restructuring)

The Transformation Program is supporting the bargaining unit restructuring process. Legislation amending the Health Sector Bargaining Review Act was introduced on Aug. 15 and meetings with employers and unions are ongoing.

Submissions to the Commissioner regarding slotting of classifications into each bargaining unit are expected to take place in January/February 2019 and representation votes (all employer organizations) are planned for May 2019.

An RFP for electronic voting has been issued with selection, award and negotiation of a contract to continue into early 2019.

Human Resources Shared Service (HRSS) Planning and Implementation

KPMG has been engaged to work on the project and initial data analysis and information gathering has been completed. A workshop with key stakeholders has been held and an interim report submitted to the Transformation Leadership Team (TLT).

Future state design and implementation recommendations will be submitted in January 2019.

Supply Chain Management (SCM) Planning and Implementation

HealthTech has been engaged as a project support and has provided an interim report to the Transformation Leadership Team following workshops with stakeholders and initial data analysis.

Activities are underway to align the project with the Provincial Government's supply chain initiative and future state design and implementation recommendations will be provided in January.

Digital Health ICT Consolidation

The Digital Health project team continues work to establish a single digital health organization within Shared Health to deliver digital health systems and services provincially in partnership with service delivery organizations and the government of Manitoba. Stakeholder presentations have taken place across the province and will continue into February/March 2019.

RIGHT CARE.

RIGHT TIME.

RIGHT PLACE.

Health System Transformation

Provincial Health System Performance Monitoring

A design for the overall system performance dashboard and management system has been approved by TLT. This dashboard is targeted for implementation in a pilot phase in early 2019 with full deployment across the healthcare system beginning on April 1, 2019.

Shared Health Activation

Detailed projects to define the organizational structure for Shared Health and the Winnipeg Regional Health Authority have been initiated. A key component of this process will be to realign functions within organizations while implementing layers and spans targets.

Initial activities to begin this process with CancerCare Manitoba have been initiated. Following work with Shared Health and the WRHA, the process will also be extended to other entities in the system.

Provincial Diagnostic Services Consolidation

In addition to a diagnostics consolidation advisory committee established to provide leadership on behalf of all participating organizations, the consolidation of provincial diagnostic services will be informed by a Radiologist Advisory Group that will review plans and advise on the harmonization of radiologist services and the establishment of standards and quality management programs.

Site by site engagement sessions are well underway and will continue into early 2019.

Manitoba Health Seniors and Active Living (MHSAL) Transformation

MHSAL has now completed its organizational redesign process which is a critical enabler of the integrated transformation plan. The roll out of these changes which will ensure the department can transition to a stronger commissioner and accountability manager role began Jan. 7, 2018 and are phased for completion by April 1, 2019.

Quality and Patient Safety Review and Recommendation

Initial recommendations have been submitted to TLT regarding opportunities to simplify and scale core processes related to quality and patient safety across all organizations within the health system.

Health Sciences Centre (HSC) Transition

The scope and plan for HSC transition from the Winnipeg Regional Health Authority (WRHA) to Shared Health was approved in July 2018. Initial focus has confirmed a Services Transition Agreement (STA) between WRHA and Shared Health to ensure a strong foundation for continued delivery of care aligned with HSC's role as a provincial, tertiary centre. An interim organizational structure, as well as financial and legal transition processes, are also being established. The transition of staff, services, programs, as well as financial and legal responsibilities and accountabilities will occur following the finalization of the STA.

Indigenous Partnership Strategy

Planning activities are underway for engagement workshops that will take place through January and February 2019. Workshops will include representatives from First Nation, Inuit and Metis organizations and communities and information gathered will guide the development of the Indigenous Partnership Framework.

A draft version of the framework will be provided to TLT for review at the end of February 2019.

RIGHT CARE.

RIGHT TIME.

RIGHT PLACE.

Health System Transformation

Design Commissioning & Accountability Management

The transformation program is working with MHSAL to plan and execute a stakeholder consultation on the standardization of service purchase agreements. Participants in the consultation process participated in a kick off meeting on Dec. 12, 2018. This process is expected to span a three month timeframe across three tables of consultation: Long term care, Hospitals and Community Health Agencies.

Mental Health & Addictions Implementation Strategy and Design

This project will guide the execution of a VIRGO implementation plan using a whole-of-government approach (recommendation prioritization and early action plan), strategically align provincial mental health and addictions organizations and simplify governance (organizational consolidation plan) and provide guidance for investment in mental health and addictions. Price Waterhouse Cooper has been engaged to support work on the mental health and addictions system strategy project and implementation plan.

Clinical aspects will continue to be addressed through Clinical and Preventive Services Planning.

A final implementation plan will be submitted to government by the end of January 2019.

Resourcing Transformation

Every organization within Manitoba's health system is contributing to the important work underway.

Two Expressions of Interest extended to the health system have resulted in 575 responses from individuals interested in working on the transformation. 54 resources have been activated within the Transformation Management Office across all workstreams.

Advisory teams have been established to support and oversee most projects underway. These teams include 87 individuals from across the health system who were selected for their knowledge or role in existing operations.

Feedback

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>.