

Health System Transformation Update – March 2021

A Message from Karen Herd, Deputy Minister

Manitoba Health and Seniors Care

Manitoba Mental Health, Wellness and Recovery

For the past year, COVID-19 has been the primary focus of health system leaders, clinical experts and front-line health care workers. We can expect that, even with reduced COVID-19 activity and ongoing efforts to vaccinate our population, pandemic response will remain an ongoing priority. The Health System Transformation Program has continued during this time, ensuring that initiatives which are vital to the long-term improvement and sustainability of our health system have progressed in a way that allows ongoing focus and attention to pandemic response.

The benefits of a provincial focus on priority areas within our health system has been clear throughout the pandemic response, allowing us to address new challenges in a consistent and coordinated way with the input and feedback of a wide variety of health leaders and system stakeholders.

The Transformation Leadership Team is prioritizing projects that can be implemented safely, that are critical to supporting pandemic response, and that will allow us to improve the health system to respond to the needs of Manitobans.

Health System Transformation activities planned for the coming months include:

Clinical and Preventive Services Plan

Several initiatives recommended by Manitoba's Clinical and Preventive Services Plan have demonstrated value in the province's ongoing COVID-19 response efforts and will be accelerated. These include initiatives identified as Targeted Practice Improvements and projects submitted through the first call for submissions by Manitoba's IDEA Fund for Health.

- Manitoba's Clinical and Preventive Services Plan identified several priority clinical improvements in areas where health status and clinical practice vary across the province. These targeted practice improvements (TPIs) are focused on quality improvements that will elevate care to a common provincial standard. To support these initiatives – and to identify additional priority areas – Manitoba launched a call for submissions from Provincial Specialty Leads and health regions to a \$40 million investment fund.
- Phase One of the Idea Fund generated significant interest, with six projects at various stages of implementation and others in the evaluation and design phase. These include:
 - Intravitreal Drug Therapy – aimed at safely transitioning 50% of all patients receiving IVDT therapy to Avastin.
 - GI Pathology – reducing the number of GI biopsies processed by pathology by screening out those that do not add value to patient care and improving lab efficiency by decreasing separately submitted containers
 - Blood Utilization – improving stewardship of use of red blood cells for blood

- transfusions to bring Manitoba in line with other provinces
- MRI Reduction for Lumbar Spine – reducing the number of inappropriate referrals for MRI scans to create capacity for medically necessary scans
- IVIG/C1 Esterase – improving IVIG utilization by focusing on value-based, evidence-driven protocols
- Surgical Day Care – supporting the safe shifting of some surgical procedures from inpatient to day cases where appropriate

A Phase Two call for IDEA Fund projects will launch in the coming weeks for submissions from service delivery organizations, community health agencies and personal care homes for projects that align with the principles of health system transformation. Stay tuned for more information.

Shared/Support Services

- Work is ongoing to establish customer-focused, consistent and coordinated Shared Services, as identified in the health system transformation blueprint including services such as human resources, supply chain, capital planning, and clinical engineering. This work includes the development of target state organizational structures, operating models, and terms of service to ensure ongoing support and alignment with SDOs. Projects are in various stages of implementation with additional updates to be provided as detailed planning and implementation progresses.
- Work locations are to be flexible, with the opportunity to leverage virtual tools to allow staff to work remotely from locations throughout Manitoba.

Service Delivery Organization (SDO) Realignment and Health System Transitions

- Phase I of the SDO Realignment project is nearly complete, with most positions in place including SDO leadership structures required to support local health service delivery.
 - Planning for the recruitment of next level positions as part of Phase II is underway with activation expected in early 2021.
- Planning is ongoing for Wave Two transitions of staff and supports necessary to develop a provincial health system. Detailed work on transition planning for various functions and departments identified to transition is underway. Impacted organizations include Service Delivery Organizations, Addictions Foundation of Manitoba, CancerCare Manitoba, Manitoba Health and Seniors Care, and other health service entities.
- Timing of transitions is being carefully considered in light of ongoing support dedicated to COVID-19 response.

Mental Health & Addictions Clinical Services

- COVID-19 has had a significant and negative impact on the mental health status and substance use of Manitobans, an impact that is likely to show effects for years to come placing additional strain on our system of care and support. A dedicated Ministry for Mental Health, Wellness and Recovery was created in January 2021, mandated to support efforts underway to meet the needs of Manitobans in these areas. The new Ministry's focus and priorities align with priority work identified by the VIRGO report and initiatives identified in the Health System Transformation Blueprint. Detailed planning is ongoing for the organizational design and transition planning associated with the creation of an integrated mental health and addictions clinical service for Manitoba. Work is closely aligned with SDO realignment to ensure the timing of transitions is carefully planned related to ongoing pandemic supports.

Mandates and Bargaining

- While the pandemic has created additional workload demands on both management and unions, we recognize that negotiating new collective agreements is also important for both parties, so negotiations began in the fall. Bargaining teams representing the Employers Organizations for the nursing, community and facility support sectors have been established, and the team for the professional/technical paramedical sector is being finalized.
- While Provincial Health Labour Relations Services (PHLRS) has continued to advance collective bargaining negotiations, supporting managers and front-line employees in the provincial response to COVID-19 remains a critical priority.
- The 2019 agreement with Doctor's Manitoba, included endorsement of a Master Agreement Governance Committee comprised of representatives appointed by both Doctors Manitoba and the Province of Manitoba. This Committee has been established and is moving forward on several priority areas of focus including how medical remuneration can better support senior's care, mental health, and care for chronic and complex conditions.

Governance Review

- An RFP to complete a Governance Review was issued and a consultant was engaged to review and recommend a Board Structure for Shared Health. The review included a jurisdictional scan of composition and best practices and focused on the need for strategic alignment and governance between Shared Health and the other SDO boards. The project is complete, and work is underway to provide a briefing to SDO boards.

Thank you for your continued tireless efforts to support patient, resident, and client care.

More Information on Manitoba's Health System Transformation:

<https://www.gov.mb.ca/health/hst/index.html>