

Deputy Minister's Message on Health System Sustainability and Innovation Review

As many of you are aware, the Manitoba government released significant portions of the KPMG *Health System Sustainability and Innovation Review* (HSIR) in December 2017. This initial release highlighted recommendations implemented and underway as part of Manitoba's health system transformation. At that time, a commitment was made to release the full reports, with the exception of information that could compromise the personal information of government employees, at a later date.

I am pleased to share that the full reports are now available at:

<http://www.gov.mb.ca/health/statistics/index.html#reports>

Health systems across Canada and around the world are grappling with issues of sustainability and affordability of services. In Manitoba, we too, face significant challenges in meeting the public's expectations of our health system within available resources. The *HSIR* recommendations, along with the Peachey report, *Wait Times Task Force Report*, *2013 EMS Review* and, most recently, *the Virgo Report on Mental Health and Addictions*, have provided our department and the broader health system with an opportunity to reflect on current functions and to find new and innovative approaches to the delivery of care.

The recommendations included in these reports are also contributing to the work of clinical experts engaged in the development of a clinical and preventive services plan for our province. Our combined efforts will enable us to create a system that is able to provide more sustainable, responsive and patient-centred care for Manitobans now and into the future.

As we undertake both health system and broader government transformation journeys, Manitoba Health, Seniors and Active Living has been presented with a unique opportunity to better define our role, take some risks and build a more innovative workplace culture that we can be proud of.

Many recommendations within the *HSIR* reports are already in various stages of implementation, including:

- strategic system realignment which includes refocusing the role of the department into one of policy, planning, funding and oversight, and resulted in the creation of a shared service organization (Shared Health);
- modernizing our funding methods and models;
- integrating supply-chain management across the provincial health system;
- reconfiguring health-care delivery models to improve effectiveness of core service delivery;
- standardizing and improving co-ordination of organizational design and structure of the province's health sector workforce;
- increasing integration and responsiveness of health-care services across the continuum of care to reduce acute, inpatient lengths-of-stay in hospitals;
- standardizing and reducing variation in staffing models to optimize staffing mixes;
- changing Manitoba Pharmacare dispensing fee structures;
- reducing insured chiropractic coverage to better align with other Canadian jurisdictions; and
- making strategic investments in ICT solutions for health care.

As we continue on this journey, it's also important to acknowledge the *HSIR* reports also include recommendations that will not be accepted or implemented by Government, our department or the broader health system.

I recognize that the KPMG reports can be seen as critical of the functioning of the department that we all work very hard in and the health system that we oversee, but I want you to know that no one in our department should receive this as a criticism of the people working in our department. Instead, it's important that we be open to these reports and see how we can collectively improve the way our department meets the needs of Manitobans and how we can perform that role more efficiently and effectively now and into the future.

I recognize that transformative change can be challenging and at times disruptive. With change comes uncertainty, unpredictability and often, more questions than answers, but know that the good work you continue to do as public servants makes it possible to build a stronger, more sustainable health system for all Manitobans.

Thank you.

Karen Herd