

Memo

To Health System Staff
From Karen Herd, Deputy Minister of Health, Seniors and Active Living
Date March 12, 2018
Subject **Health System Transformation Update #2**

Over the coming months, a number of phased initiatives will begin as the implementation of broad health-system changes continues. As you know, these changes are aimed at improving the quality, accessibility and efficiency of health-care services across Manitoba and are informed by a number of studies of our province's health system.

While many of the initiatives underway will not directly affect the day-to-day business of health system staff at this stage of the transformation, we remain committed to providing you with regular updates on the transformation journey. As a vital and contributing member of the health-care system, you are encouraged to remain informed.

This update will provide you with information on the governance of the health system transformation, the detailed planning work underway as well as progress toward the creation of Shared Health, and the development of a provincial clinical and preventive services plan.

Transformation Leadership Team – overseeing all elements of transformation

A [Transformation Leadership Team](#) (TLT) has been established. Members have been carefully selected, representing both rural and urban health organizations as well as system knowledge across preventive, clinical and business health domains. The TLT has prioritized multiple transformation initiatives including recommendations on governance and policy development. Two guiding documents have also been created for the journey that lies ahead:

Transformation Blueprint

A transformation “blueprint” is in the final stages of development, which will provide the broader health system with a clear and consistent view of where we are heading and how we will get there as part of the overall health system transformation journey.

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The blueprint will clearly outline the target state for each organization within our health system. It will identify organizations' roles and functions and define how each will interact with one another to achieve our collective goal of a more aligned and responsive health system for Manitobans.

Transformation Program Roadmap

The program "roadmap" is the work-plan for the transformation. It is a living document that describes and sequences the projects and activities required to successfully transform our health system from its current state. Once complete, the roadmap will identify individual projects as well as program-wide activities, outline resource needs and give a clear view of the phases of the overall transformation.

We anticipate that the blueprint and roadmap will be approved and shared later this spring.

Creation of Shared Health

The creation of Shared Health and its role in leading the development of a provincial clinical and preventive services plan are initiatives within Manitoba's larger health system transformation, being overseen by the TLT. Inspired by recent expert studies, Shared Health's focus is to capitalize on opportunities to better integrate and coordinate the planning of patient-centred care across Manitoba.

Effective April 3, Diagnostic Services Manitoba (DSM) will become Shared Health and employees of DSM will officially become employees of Shared Health. As previously shared, by changing the name from DSM to Shared Health, we are able to establish this new organization without adding to the overall number of organizations within the health system.

Shared Health's leadership and clinical teams bring together experts from across the health system and across the province. Clinical team members have experience in planning and providing care, as well as in business areas that support the health system. Members have strong links to rural, northern and urban health organizations and share a commitment to – and a passion for – developing a new way of supporting the health needs of all Manitobans. Further information about Shared Health's executive team will be shared in the weeks ahead.

Clinical and Preventive Services Planning

Manitoba is developing a multi-year plan that will guide clinical and preventative service delivery across the province. This plan will be informed by the experience of Manitoba clinical leaders, relevant expert studies of the health system, qualitative and quantitative data identifying the province's population health needs both now and in the future, and evidence of patient outcomes across the province.

Led by Shared Health, planning will span organizational and geographic boundaries and will engage patients, health-care providers and communities. Planning and analysis will occur in four overlapping waves, with the provincial plan expected to be complete within 12 months of the initial launch. Each wave will focus on in-depth analysis of three specific specialty areas and will:

- identify and define the population profile served by the service;

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- ✓ prioritize the health service gaps or population health needs; and
- ✓ develop and analyze options for future service delivery or models of care.

Clinical leaders from different professional backgrounds, health organizations and communities across Manitoba are being engaged to develop the provincial clinical and preventive services plan.

The teams will be co-led by a combination of urban, rural and northern clinical leaders and include membership from each regional health authority as well as representatives with expertise in Indigenous health. Each member will apply the knowledge of their individual profession, patient population and local environment as the teams develop and endorse evidence-based, patient-focused and cost-effective models of care that will improve health services for Manitobans.

On March 8, Minister Goertzen announced the clinical leaders and priority areas of focus for Wave One:

- ✓ Emergency, Critical Care and Acute Medicine – co-led by Dr. Alecs Chochinov, Dr. Bojan Paunovic, Dr. Eberhard Renner and Dr. Edward Tan;
- ✓ Primary Health and Community Services – co-led by Dr. José François and Dr. Harsahil Singh; and
- ✓ Women’s Health – co-led by Dr. Mary-Jane Seager and Dr. Chantal Fréchette.

View the full news release [here](#). More details on the areas of focus and membership of clinical teams in future planning waves will be made available when Shared Health begins operations.

One Health System

The health system transformation process allows an opportunity to look broadly at what services are currently offered and to create a plan focusing on more integration and more effective delivery of health services across the province.

There is no question that transformative change is ambitious and will be challenging to achieve and sustain. I understand that there’s uncertainty, unpredictability and often, more questions than answers. But know that the good work you continue to do to support Manitoba patients and their families during this transformation makes it possible for us to change and become stronger together as one health system.

We are committed to providing you with as much clarity as possible about the journey ahead, and I encourage you to visit www.gov.mb.ca/health/hst for further updates and to ask questions on our feedback page.

Thank you,
Karen Herd, Deputy Minister of Health, Seniors and Active Living