

TRANSFORMATION PROGRAM UPDATE TO HEALTH SYSTEM LEADERS – DECEMBER 2019

Manitoba's Health System Transformation was launched in 2017 with the approval of activities to occur over three separate waves. Each wave includes carefully planned initiatives that will improve the quality, accessibility and sustainability of health services across the province.

Wave One activities focused on the consolidation and realignment of responsibilities across health organizations, including planning for transformation within Manitoba Health, Seniors and Active Living (MHSAL) and the transition of Health Sciences Centre Winnipeg and other operations and services to Shared Health.

Other priorities, including the development of Manitoba's first provincial clinical and preventive services plan, and the introduction of legislation to enable integration across health organizations, were largely completed in 2019.

Staff throughout the health system have contributed to the many accomplishments achieved to date through the transformation. Your contributions are greatly appreciated.

TRANSFORMATION MILESTONES

- Manitoba's Clinical and Preventive Services Plan has been released. Created by – and for – Manitobans, the plan was developed by nearly 300 clinical leaders with input from thousands of individuals, health system leaders and front-line providers. Read more [here](#). The Manitoba Government has announced a \$250 million commitment to support initiatives aligned with the recommendations of the plan.
- Legislation to support Manitoba's Health System Transformation, including amendments to The Regional Health Authorities Act, were reintroduced in the Manitoba Legislature.
- Health Sector Union Representation Votes were completed by August 22, 2019. Successful unions assumed responsibility for their new members beginning December 8, 2019 (Interlake-Eastern, Northern, Prairie Mountain and Southern Health-Santé Sud) and December 13, 2019 (Winnipeg Regional Health Authority, including Churchill and Shared Health).
- An Expression of Interest (EOI) was issued, inviting interested individuals from across Manitoba's health system to contribute to working on transformation. More information is available [here](#).

WAVE TWO PROJECTS ARE NOW UNDERWAY

The second wave of transformation projects is now underway. Wave Two contains initiatives that will achieve more consistent, patient-centred and sustainable health services by extending shared services and efficient processes across health organizations.

Manitoba's Clinical and Preventive Services Plan

Project work in support of the clinical and preventive services plan (CPSP) will focus on implementation of recommendations in three key areas:

- **Develop and Commit to Provincial Clinical Leadership and Governance and Quickly Action Near-Term Clinical Practice Improvements**
- **Commit to Modernization of Care Provided in the Home and Community**
- **Shift to a Smarter Clinical Network Model to Align Capabilities to Community Need and Care Closer to Home**

Each project will be overseen by an advisory committee made up of clinical and operational leaders from across Manitoba.

Manitoba Health, Seniors and Active Living Transformation

- **Complete MHSAL Transformation** – MHSAL will be positioned to fulfill its new mandate of policy, planning, funding and oversight.
- **Divest Core Services from the Transition Division to the Health System** (Shared Health and service delivery organizations) – Cadham Provincial Lab Operations, Selkirk Mental Health Centre, Lifelight and other functions will be assessed and considered for transition to Shared Health and other service delivery organizations.
- **Transition MHSAL Functions** – Functions necessary to support delivery of services in Shared Health will be the priority as areas that no longer align with the department's mandate are transitioned. Transitions will be staged and planned in advance of hand-off to the appropriate organization.
- **Implement Commissioning and Accountability** – Commissioning and Accountability Management capacity will be designed, built and implemented (including processes, organizational structures, roles, workflow, tools, data and reports). Accountability agreements will be formalized with service delivery organizations (SDOs).
- **Prepare or amend regulations required under the Regional Health Authorities Amendment Act** to support the implementation of health system transformation initiatives. This will involve updated or new regulations, policies, guidelines and directions.

- **Extend Provincial Performance Management Dashboard** to establish consistent and timely indicators and measures across entities in the Manitoba health system. Wave Two objectives are to strengthen the engagement of service delivery organizations in reporting on action plans, move toward consistent adoption and roll-out plans in all SDOs, and make recommendations on additional measures for the next version of the dashboard (with input from the Commissioning and Accountability team).
- **Establish Provincial Information Management and Analytics (IM&A) Shared Service** - Create a provincially integrated and system-wide IM&A function within MHSAL to support health system transformation and sustainability, quality improvement, administration of provincial data quality and standards, and integration of systems, processes and data. IM&A will be implemented as an interim service within the Transformation Management Office (TMO), along with the data analytics capability.

Service Delivery Transformation

Work accomplished in Wave One will be extended within the following projects:

- **Transform Shared Health:** establish the corporate and administrative functions of Shared Health, including:
 - o Hiring a provincial lead for Mental Health and Addictions (MH&A) and for Health Service Delivery
 - o Completing the organizational design of Shared Health, including:
 - establishing Health Sciences Centre as a Provincial Hospital
 - establishing Mental Health and Addictions services in Shared Health, including a framework for integrating provincial MH&A services into the program over time
 - o Transitioning specific Winnipeg Regional Health Authority (WRHA) staff, assets and funding carried over from Wave One
- **Transform Emergency Response Services (ERS):** transform provincial services with new models of care for Emergency Medical Services (EMS), Patient Transport, Community Paramedicine, and Emergency Management to deliver an integrated, consistent and provincial level of care.
- **Transform Diagnostics:** finalize the business cases for the transformation of Diagnostics as a Shared Service.
- **Realign SDO Organization:** establish consistent management structures, spans of control and layers across all health service delivery organizations. This detailed operational design work will support the creation of a more integrated and efficient health system, aligning the operational structure of SDOs with their new roles and responsibilities.
- **Implement Indigenous Partnership Strategy Framework:** establish partnerships and facilitate dialogue with communities to support and advise the TMO on Indigenous representation and to provide ongoing expertise and feedback on initiatives across the transformation program.

- **WRHA Clinical Consolidation:** priority initiatives underway for Wave Two include:
 - o Development of an Access Block Strategy to design targeted interventions that address site and system-wide barriers to access and timely service in urgent care and emergency departments. This will include patient analysis and redistribution planning, and a renewed emphasis on improving patient flow through redesigned patient pathways and models of care.
 - o A Nursing Workforce Stabilization Working Group is examining recruitment, human resource and hiring challenges and identifying opportunities to expedite hiring for vacant positions in key areas.

Shared Services

Efficiencies, standardization and cost-savings associated with shared services will begin to be realized in Wave Two through the following projects:

- **Implement Digital Health Shared Service:** as a shared service, Digital Health will be a strong partner with service delivery organizations and government in supporting provincial health strategies, integrating health systems across regions and care sectors, and simplifying health services through effective management of digital assets.
- **Implement Human Resource (HR) Shared Service:** a Human Resources Shared Service Centre and Production Centre are to be established within Shared Health. These will support Workforce and Labour Relations functions, define and implement the HR Consultant role within the SDOs, and determine the appropriate technology or platform to support the HR Shared Service.
- **Implement Supply Chain Management (SCM) Shared Service:** supply chain management will be transformed into a consolidated shared service within Shared Health. Services will be delivered to all SDOs under a service level agreement, with initial focus on contract management and strategic sourcing. SDOs will be engaged in the development of common item, vendor and contract masters.
- **Shared Services Business Cases:** work on business cases will be completed for Food Services, Laundry Services, Pharmacy Drug Purchasing and Distribution, Medical Device Reprocessing Services, Clinical Engineering Services, and Capital Planning and Facility Management Services, and the Provincial Call Centre. Decisions on implementation will be made during Wave Two based on the business case.

Workforce

In Wave Two, work to foster and support Manitoba's health care workforce will be focused in two areas:

- **Support Mandates and Bargaining:** the provincial framework for governance and operations of Health Employers Organizations will be developed and implemented. Wave Two objectives also include developing bargaining mandates and work to negotiate new collective agreements for Nursing, Professional/Technical/Paramedical, Facility Support, Community Support, Physician Assistants and Clinical Assistants. A new Master Agreement for Physicians and new collective agreement for Professional Association of Residents and Interns of Manitoba (PARIM) for Medical Residents will also be implemented.

- **Plan Provincial Health Workforce:** the Provincial Health Workforce function will begin operation within Shared Health. A Provincial Health Human Resource Plan (HHRP) will be developed and implemented to support provincial clinical and preventive service delivery. Consistent processes and procedures for Provincial Medical Staff Administration will also be designed and implemented, to ensure role clarity and accountability.

Mental Health and Addictions Initiatives

The Mental Health and Addictions (MH&A) Integrated Plan is a whole-of-government approach to enhancing MH&A services and implementing new initiatives.

- **Support MH&A Initiatives:** will continue to provide resources and oversight support to the MH&A leader and to the lead departments for each initiative. Efforts to ensure coordination and integration with the clinical and preventive services plan will continue.

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>.