
HEALTH SYSTEM TRANSFORMATION PROGRAM

The Health System Transformation Program has been established to guide the planning and phased implementation of broad health-system changes aimed at improving the quality, accessibility and efficiency of health-care services.

A transformation leadership team has been established including representatives from across the health system. The team is prioritizing transformation initiatives and making recommendations on governance and policy development.

The transformation leadership team consulted with more than 80 stakeholder organizations across the health-care system to develop the blueprint. These consultations reviewed the current roles and responsibilities of different organizations in the health system and how the different organizations connected with one another.

The team reviewed the budgets, actual costs and full-time equivalent positions of each organization. This information allowed the team to look at different ways of providing services in a more co-ordinated way.

The suggested changes outlined in the blueprint document are based on several key principles to improve how care is provided including:

- efficiency, effectiveness and sustainability – eliminating overlapping/duplicate processes, integrating functions and capabilities, and improving the effectiveness of the department and health-care delivery organizations as part of an integrated system;
- economy – achieving cost savings by realigning the system;
- role clarity – improving accountability and responsibility throughout the system and clarifying the role of central government, Shared Health, Manitoba Health, Seniors and Active Living, regions and health-care delivery organizations; and
- simplification – simplifying the overall system, the role, function and number of boards required to oversee the system, reducing the number of organizations in the system, and streamlining and aligning collective bargaining units.

The changes will be made in three waves over the next five years. The first wave will focus on realigning and consolidating the roles of the organizations, the implementation of transformative changes in Winnipeg and development of a provincial clinical and preventive services plan, as well as the restructuring of bargaining units. Wave one will also establish priority shared services within Shared Health.

The second wave will extend services to achieve more consistent provincial service delivery including service and protocol changes to emergency medical services across the province, transferring the operations of the Selkirk Mental Health Centre and Cadham Provincial Laboratory to Shared Health, continuing negotiations with bargaining units, and implementing the provincial clinical and preventive services plan.

The third wave will complete the transformation, optimizing how the health system performs, continuing to implement the clinical and preventive services plan and ensuring workforce planning and negotiation preparations continue.

QUOTES

“Transformation isn’t just about new or more resources. In some cases, our health-care models need to change and become more evidence based. Health-care staff also see the value of working within teams where innovative ideas are fostered and results and expectations are clear. We want to simplify the access points and ultimately support those who need addiction and mental health services to get the right care at the right time. Transformation is about an entire system thinking in the context of efficiency and effectiveness while always keeping patients and clients at the centre.” – Ben Fry, chief executive officer, Addictions Foundation of Manitoba.

“The Southern Health-Santé Sud Team is committed to the transformation process that will see us moving forward together as a province, with confidence and towards a promising future for many generations to come. Guided by a similar commitment to embrace our role as a people-centred organization, we will continue the path forward on deepening our engagement with the community and sharing accountability for health with people in our region – to ensure the best possible health-care experience for those in our care. Through this shared commitment that runs across the organization, the momentum is on pace to achieve progress together, enabling us to advance efforts in continually improving the quality of care while providing for overall sustainability.” – Jane Curtis, chief executive officer, Southern Health-Santé Sud.

“We must focus on true solutions to the challenges we face to make sure we have a consistent, sustainable, reliable, high-quality system. We have to standardize our approaches to service provision to remove barriers to effective, efficient navigation of the system and ensure all Manitobans get equitable access to service regardless of where they live. Health system transformation is an opportunity to simplify the system and make it better. Every health-care organization and every employee has a tremendous opportunity to take part in this provincial process, and use their expertise to build the health-care system of the future for all Manitobans.” – Penny Gilson, chief executive officer, Prairie Mountain Health.

“Planning and overseeing cancer services provincially has been the strategy in Manitoba for more than eight decades because it works best for patients. A provincewide model is the best way to care for patients and ensure the sustainability of the health-care system. Planning clinical services provincially and delivering care to patients regardless of their location will substantially improve care for all Manitobans.” – Dr. Sri Navaratnam, chief executive officer, CancerCare Manitoba.

“People want reliable, accessible and equitable health care, and that’s what our physicians and staff members want to deliver. But all too often, we are caring for people awaiting placement in personal care homes because they have nowhere else to go. A long history of difficulty in recruiting and retaining physicians in parts of our region has seen more and more people look to our hospitals and emergency departments as places to access medical care, even though their health issues are not urgent.

“Health-care transformation will allow us to address these and other long-standing challenges with all of the resources, expertise and practical experience that the entire health-care system has to offer. Naturally, this will elevate the level of care that we’re capable of delivering regionally and provincially.” – Ron Van Denakker, chief executive officer, Interlake-Eastern Regional Health Authority.

“Health-care provision in the north creates unique challenges, particularly in the areas of access and human resources. Provincial planning for clinical and preventive services is so needed and the Northern Regional Health Authority is fully engaged in participating in this forward-thinking work. It is our firm belief that a re-shaping of the system will be of great benefit to patients and their families as services are better offered, organized and co-ordinated. From a patient experience perspective, this means those services will be available when they are needed, as close to home as possible and provided by a committed team of health-care professionals and support staff.” – Helga Bryant, chief executive officer, Northern Regional Health Authority.