



Manitoba's Clinical and Preventive Services Plan

Investing in Better Care, Closer to Home



November 18, 2019

Hon. Cameron Friesen
Minister of Health, Seniors and Active Living

Dear Minister,

On behalf of Shared Health, Inc., we are pleased to provide you with Manitoba's Clinical and Preventive Services Plan, a five-year plan that outlines new approaches to health care for our province and that will guide improvements to access, quality and patient outcomes for all Manitobans.

Over the past 18 months, our team has consulted with thousands of Manitobans, including clinical leaders and health care professionals working on the front-lines of care, community leaders from across the province, health organizations and individuals. We have identified what is working, and what is not, and have built a plan to bridge those gaps.

Through this effort we saw a health care system straining. While fragmented in many areas, we noted numerous examples of duplication as well as significant gaps in access and variations in quality. Systems, buildings and technology are outdated in many places and not equipped to

respond to changing populations and specific health challenges experienced by Manitobans. Combined, these challenges have resulted in a system that requires far too many Manitoba families to travel to Winnipeg to access the care they needed.

As we observed these challenges, we also learned about tools and practices being used to address similar situations in other places. Our excitement built as we considered what could be adapted to work for Manitoba – both for providers and for our patients. With optimism for the future, we present to you Manitoba's roadmap to better access and improved outcomes.

This plan is a first for our province. It represents the first time that Manitoba clinical providers and health system leaders have collaborated on a provincial plan for the delivery of health care. It includes recommendations based in clinical evidence and leading practice that will evolve our health system to meet the needs of a growing and changing population. And it will support decisions and guide investments as we build upon existing services and resources to create an integrated and effective provincial health system.

Within the modern system proposed by the clinical experts who have developed this plan, Manitoba

health care providers will be better equipped to respond to the health needs of Manitoba's unique population and geography.

This is a made-in-Manitoba plan. It is built by – and for – Manitobans from all regions and all demographics. It gives specific focus to priority populations (a shared commitment to Indigenous Health, recognition of the staffing challenges in designated bilingual or francophone positions, services and facilities, and the need to support new and diverse populations choosing Manitoba as their home). It outlines areas of focus where we must improve access and consistency (support for prevention and chronic conditions, access to primary care, public health, mental health and addictions, rehabilitation and home care). And it highlights clinical practices where standards must improve or delivery must change.

Together, we have developed a clear path to improved care for all Manitobans. A patient-centered care model has been created for each specialty area, with recommendations to improve quality, access and equity of care. Clinical leaders have identified priorities for clinical service changes and targeted investment and clearly outlined the roles of health providers and the service standards they must achieve in order to deliver care that meets the needs of Manitoba patients, families and communities.

The plan is clinically-informed, evidence-based and relevant to Manitoba's providers and their patients. And it is achievable with a combination of short, medium and longer-term initiatives each requiring varied degrees of additional clinical or local engagement, investment and preparation to support their overall implementation and success.

With your approval, we are well positioned to begin delivering on these initiatives.

Sincerely,



Dr. Brock Wright
Chief Executive Officer
Provincial Lead, Health Services
Shared Health



Lanette Siragusa
Provincial Lead, Health System Integration & Quality
Chief Nursing Officer
Shared Health



Renewal is healthy for all of us



At every stage of life, Manitobans seek regular access to quality health services. For many, the experience will be positive. They will find and receive the right care, when they need it.

But for others, Manitoba's size, dispersed population and mostly Winnipeg-based services can limit or complicate their access to health services.

Our system is not currently built to support all patients equitably. Care can be difficult and confusing to access, and in many places services have not kept up as the needs of patients have grown and changed.

That means Manitobans often must travel to access care. And Manitoba health providers are forced to rely on informal networks and other workarounds to get their patients the services they need.

This Clinical and Preventive Services Plan is Manitoba's new approach to health care. It has been informed by extensive consultation with health care providers and community leaders. We've taken leading practices from other places and adapted them to improve how and where we meet the needs of Manitobans in all communities – whether they're rural, remote or urban.

Manitoba's health budget is increasing at an unsustainable annual rate of 5.8%, but our outcomes remain below Canadian averages.



Funding
2003-2016:
97%



Inpatient stays:
2.6 days longer/average



Emergency stays:
10.9 hours longer/average

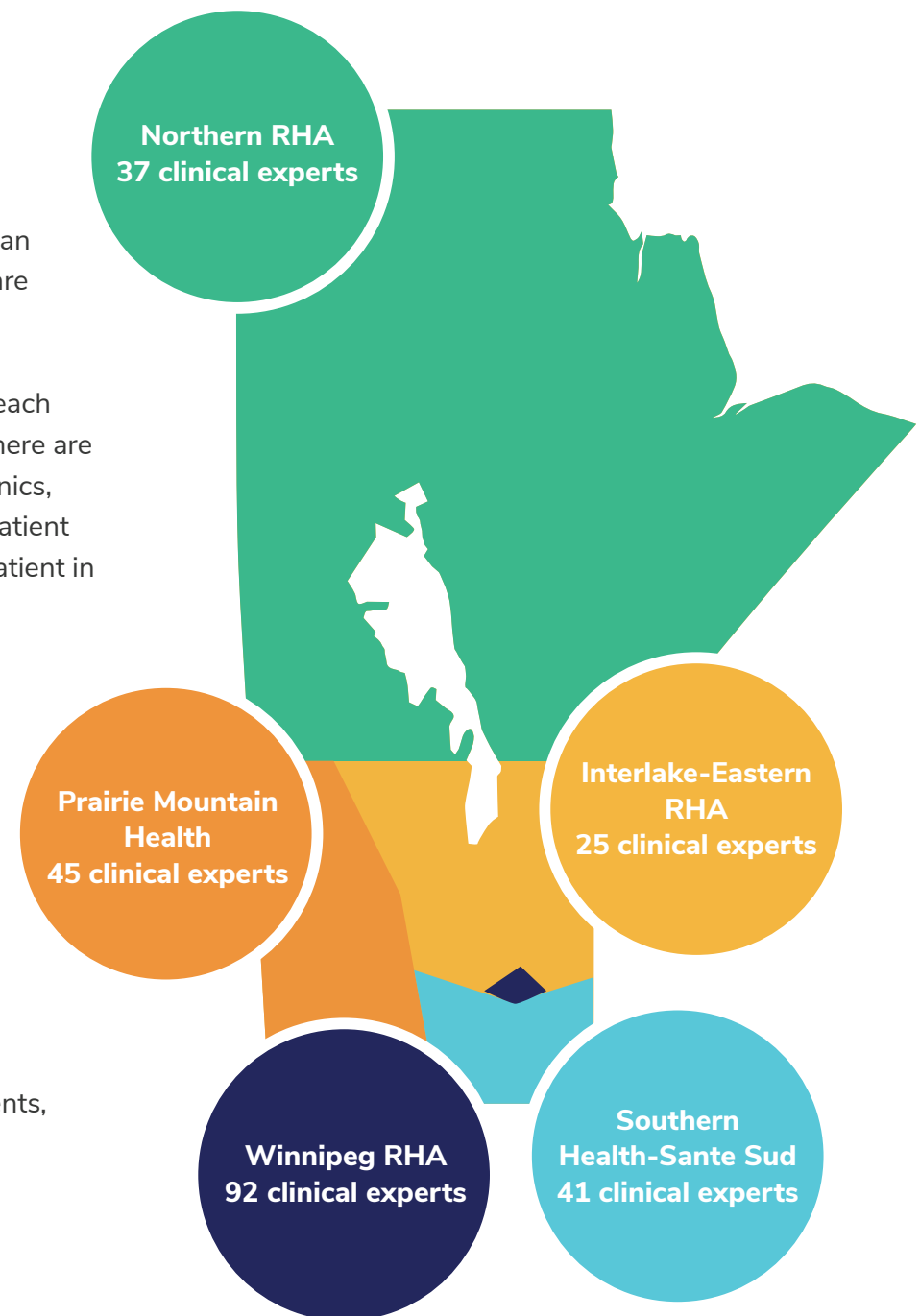
A need for **bold** changes

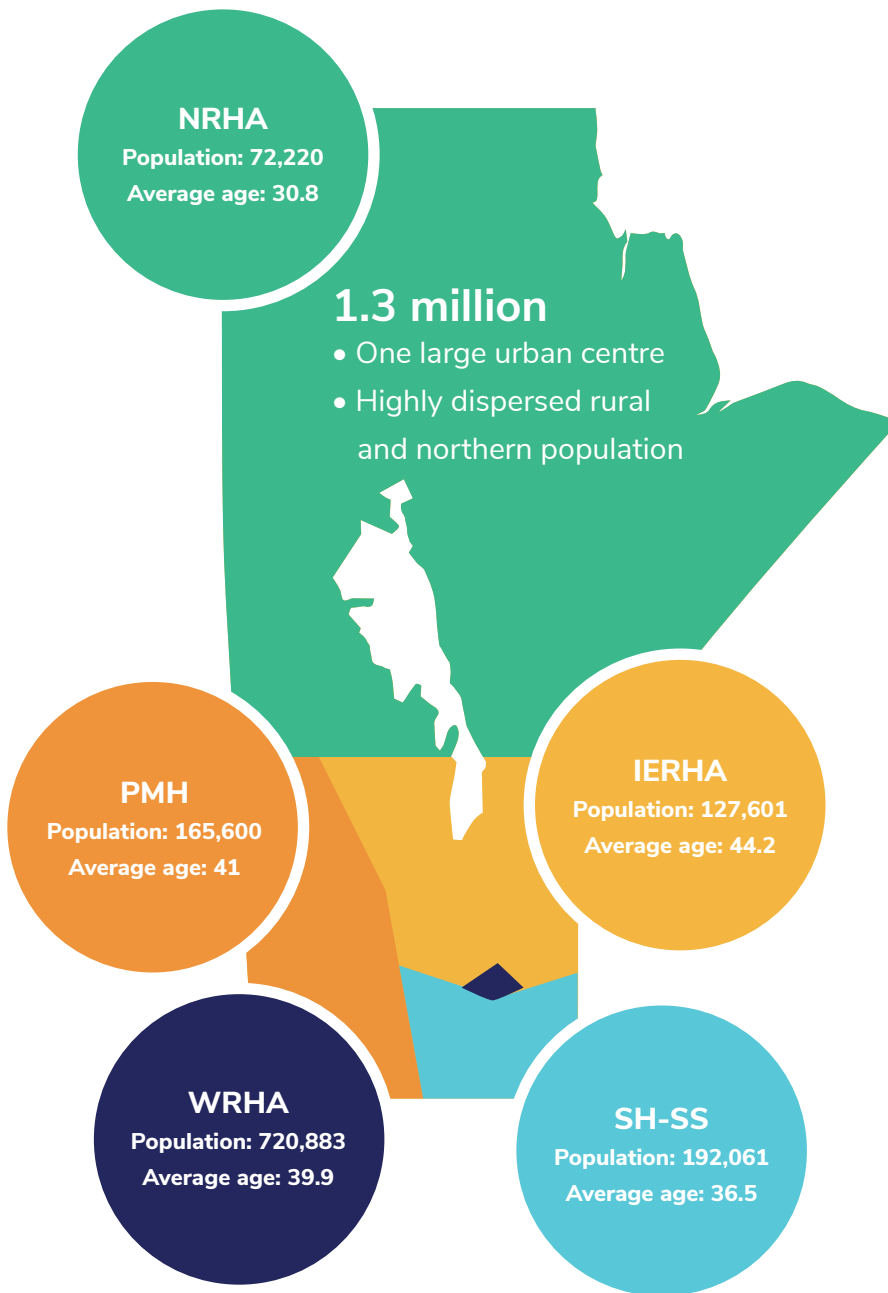
Manitoba's health system cares for more than 1.3 million people. More than half of our province's citizens – along with most of our specialty health care providers – are located in Winnipeg.

The rest are spread across the province in communities large and small, each with very different access to local health services. Across the province, there are more than 250 different service providers – independent primary care clinics, personal care homes and hospitals – so the health care experience of a patient in a rural community or Manitoba's north can be vastly different than a patient in Winnipeg for the same type of treatment.

Our health system can be confusing:

- Facilities can have unreliable hours and offer inconsistent services, so it is not always easy to know where to go.
- Health information is not always shared between providers, which can lead to duplicate testing and unnecessary delays.
- And care is not coordinated across the province, so patients often must make multiple trips for diagnostic tests and specialist appointments, often experiencing long waits and travelling long distances.





We have a growing population, including a large and growing number of older Manitobans with more complex health needs.

Our wait-times and health outcomes are not keeping up with other Canadian jurisdictions:

- Outcomes show inconsistencies in the quality of care experienced by Manitobans.
- Closures, recruitment challenges and Winnipeg-based services limit access for rural and northern populations.
- Manitoba's per-person healthcare costs are among the highest in Canada and our current model is unsustainable.

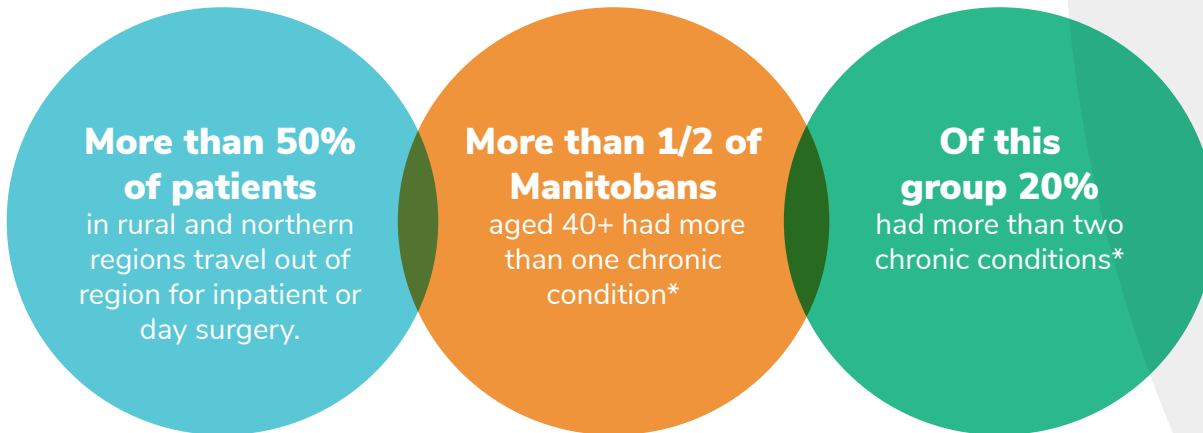
We need a new model that works for patients, health providers and communities – and makes sure we use our resources in the right places, as efficiently as possible.

Change that's "Made in Manitoba"

We've looked at leading practices from around the world and we've brought together almost 300 experts from diverse health care fields and all regions to hear their views on the challenges our health system is facing.

We've heard input from a wide range of Manitoba stakeholders, including physicians, clinical staff and community leaders.

And we have considered the needs of patients and their families, many of whom have told us their stories about navigating Manitoba's health system.



*including hypertension

Five year growth rates:

- 3.0% Northern RHA
- 3.6% Interlake-Eastern RHA
- 2.6% Prairie Mountain Health
- 9.6% Southern Health-Sante Sud
- 6.3% Winnipeg RHA

A modernized health system for all Manitobans



Our next step on this journey is to start meeting the unique needs of Manitoba communities by making sure all Manitobans can easily access the care they need. Across the full range of primary care and specialty services as well as public health, our clinical experts have proposed patient-focused solutions to improve care and target investment where it is most needed.

We will focus on three things:

1. Delivering more services locally, by better using our existing clinical services and investing in people, equipment and infrastructure.
2. Modernizing and standardizing how we deliver home and community care.
3. Finding and fixing the clinical areas where we must improve care and outcomes.

Along the way, we will continue to listen to the advice of clinical leaders, front-line providers and Manitoba communities.

This new approach to health care will rely upon clear connections between patients and providers, to make access to care easier for patients. And it will rely upon consistent connections between local providers and provincial specialists, making it easier for providers to access specialty support and resources for their patients.

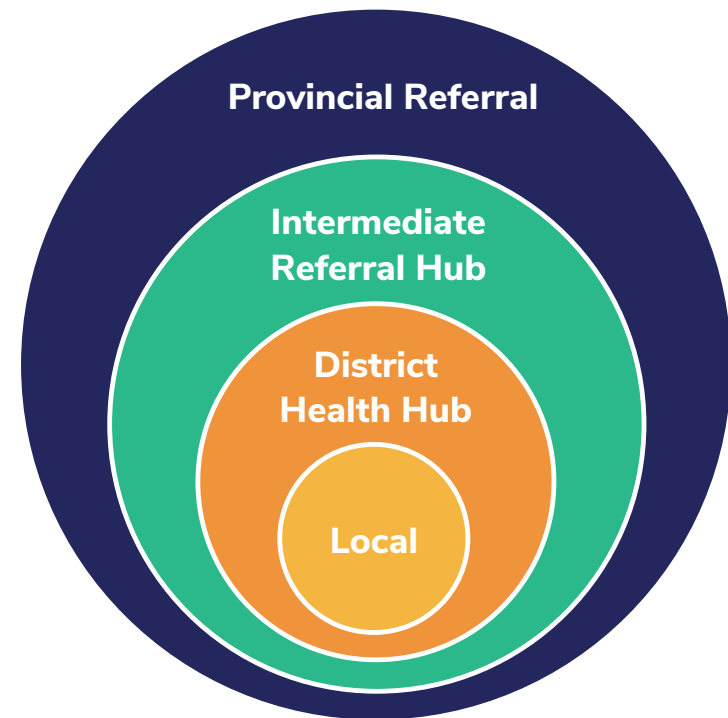
Better coordination will lead to better access and better quality of care. Clinical services, health providers, equipment and technology will be located in the best places to improve care for all Manitobans. Patients will know where to go for care. And providers will know where to find the advice they need.

A smarter network

Our Plan will use resources in smarter and more modern ways, using a network of hubs that are staffed and equipped to meet the needs of Manitoba patients.

This new approach will:

1. Meet the needs of patients closer to home by coordinating where services are offered, including investments in improved care offered at home and in the community. This will increase access to primary care, prevention, support for chronic conditions, mental health and addictions, rehabilitation and improved home care.
2. Reduce the need for patients to travel to Winnipeg for care by increasing the number of specialty services available locally, such as general surgery, intensive care and births.
3. Help providers at smaller facilities care for their patients, by simplifying access to specialty consults and ensuring timely transfer or transport to other facilities when required.
4. Improve information sharing, reducing the need for patients to repeat their story over and over.



- **Local:** Integrated network for prevention and screening, transitional care, community based support and rehab, and primary and community care.
- **District Health Hub:** Integrated network for low-moderate acuity, variable volume general medicine/surgery interventions/procedures, post acute treatment, and emergency services.
- **Intermediate Referral Hub:** Integrated network for moderate acuity/complexity medicine, surgery, critical care, and emergency services.
- **Provincial Referral Hub:** Provincial integrated network for high-acuity, highly complex medicine, surgery, critical care, and emergency services.

This Plan will guide investments and shifts in care that will improve access and outcomes. Over the next five years, benefits will vary based on further local planning and investment but may include:



21,000 days
of care shifted from Winnipeg
to local communities



2,500 fewer patient trips
to Winnipeg because care can
be provided closer to home



90,000 extra days
of inpatient bed capacity
freed up



**50,000 more in-person &
50,000 more virtual care**
visits due to increased capacity in
the home care system



800 patients annually
to benefit from new remote
chronic care monitoring



1,000,000 Manitobans
able to participate in critical pre/post care
surveys, and all Manitobans able to access lab
results via a new secure patient service portal

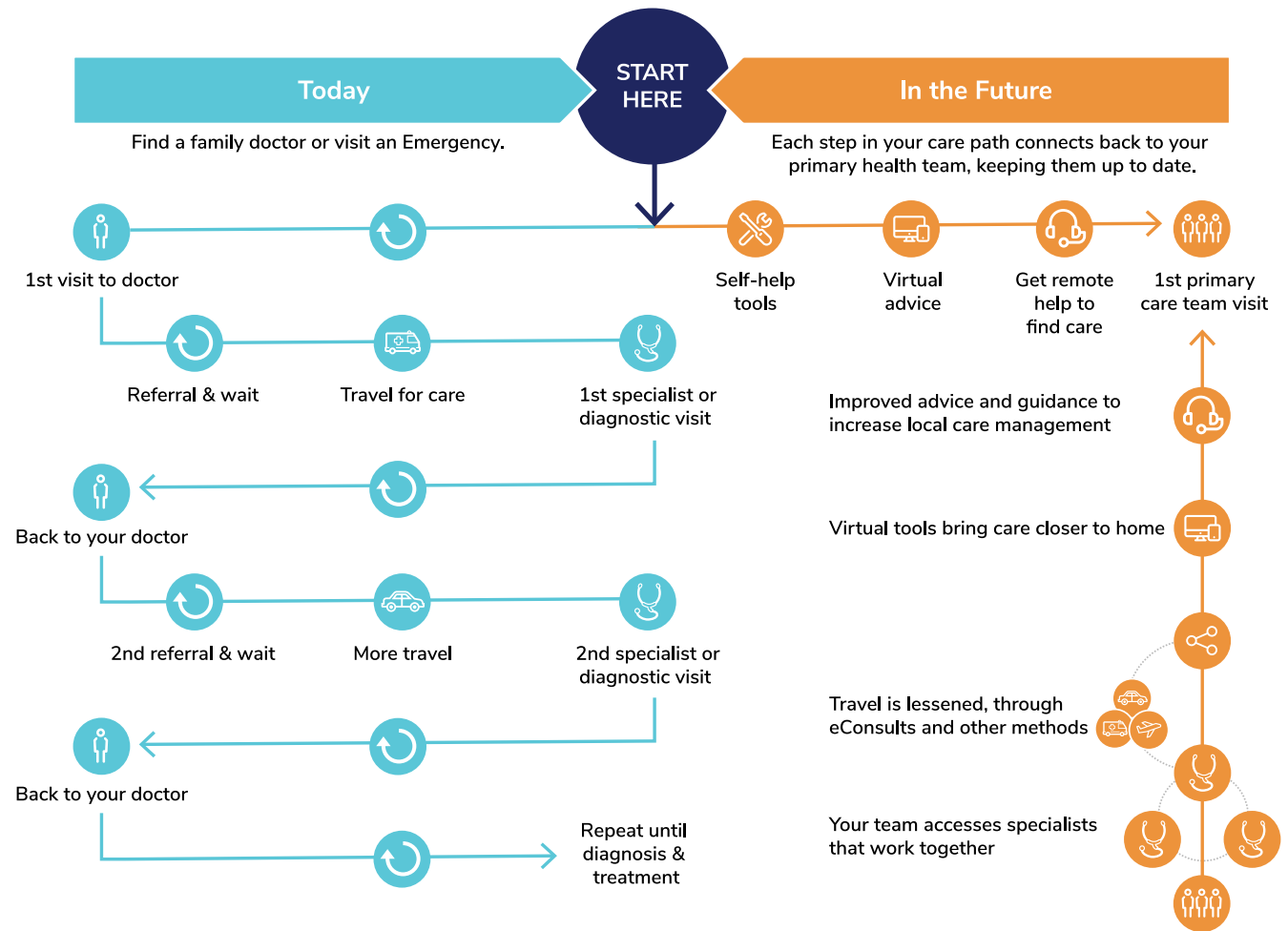


800,000 Manitobans
serviced by acute care hospitals to
benefit from our electronic care record

Today, patients face a system that often results in travel away from home, excessive wait times, and provider-directed care.

In the future, services will be built around patient needs, using modern approaches that support a combination of digital and in-person connected care to ensure:

- Provincial standards and oversight, providing the right care at the right time across Manitoba
- Reliable, consistent access locally, and
- Clear and consistent pathways to help patients and providers navigate how and where to access care.



Building on a strong foundation

Manitoba's health system is supported by skilled and dedicated providers who practice at facilities and in communities throughout the province. They are our strength, providing a strong foundation for change and improvement together.

Our system already has capacity for the most specialized care within our province's borders.

And we are already embracing technology and innovation, and seeing early indications of improvement in some areas where we have combined clinical expertise with innovative technology.

500 clinicians in over 90 specialty areas provide services using MBTelehealth, our secure network that uses technology to overcome barriers of distance across Manitoba

189 sites across the province are using MBTelehealth

1/4 of sites are First Nations Communities

MBTelehealth helped patients avoid travelling **15.3M kilometers to seek health care**

Resulted in \$6.3 million reinvested in other care delivery

*Figures from 2017/2018 fiscal year

Committing to working together

Manitobans look out for our neighbours and this Plan will rely and build upon that sense of community. Investments will support the growth and improvement of services offered locally. Facilities, hubs and communities will work together to provide quality care for all Manitobans.

Our Plan includes:

1. Investments to strengthen care delivery in rural and remote areas.
2. Support for communities to work together to offer better care and more services closer to home.
3. Strategic investment in modern approaches to connected care, including remote monitoring, consultation, MBTelehealth and health records.
4. Continued investment in and integration of diagnostics, emergency medical services and patient transport, and other support services.
5. Better alignment of public and community health services with the needs of the population.



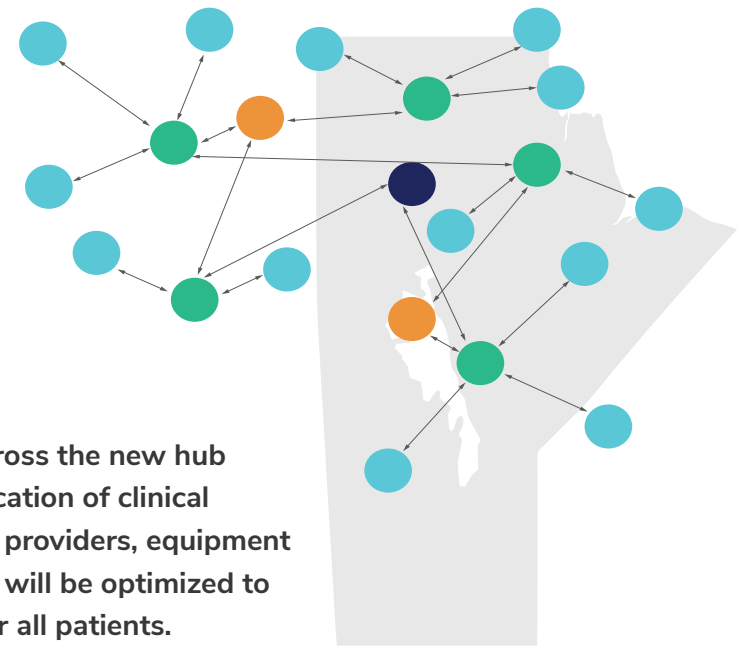
Our Plan includes 10 pillars to support our patients and providers, identifying how and where investment and change will happen and guiding our decision-making process going forward.

How we will practice

- 1.** Clinical experts will guide and monitor the quality and availability of services, so Manitobans will be able to trust the care they are receiving.
- 3.** Home care and community support will increase so patients can remain close to home – or return home sooner – with the right supports.
- 5.** Collaboration and communication between primary care providers and specialists will be simplified and enhanced.
- 7.** Providers will be supported in using their skills to shift some specialty care at intermediate hubs closer to home.
- 9.** We will have specialized teams available for consultation or local provider training in priority areas like prevention and screening, chronic disease management, trauma and child health.

Where we will practice

2. Our hospitals and health facilities will clearly identify their services, allowing patients to know where to go for care.
4. We will embrace modern digital tools proven to improve connections between patients and providers while increasing the availability of remote care across Manitoba.
6. We will welcome consistency across our health system, coordinating how we prevent, screen and treat specialized or complex conditions.
8. Access will be more coordinated, centralizing resources where it makes sense, like wait lists for specialized services in order to reduce overall wait times.
10. Patient information will be collected and analyzed to inform future planning and decision making.



Coordinated across the new hub network, the location of clinical services, health providers, equipment and technology will be optimized to improve care for all patients.

- District Sites provide enhanced care including midwifery, palliative care, mental health support teams
- Enhanced primary care within community (e.g. Nursing Station) with enhanced diagnostic supports and virtual access to Provincial resource team
- Community-driven prevention and screening programs
- Outreach mandate to create trust-based relationship model for care collaboration
- Provincial resource teams provide remote consultation and virtual care for patients at Local, District and Intermediate Hubs
- Dedicated itinerant teams from Provincial Hub provide remote and in-person care on a routine basis
- Patients travel to Intermediate sites closer to home for moderate-risk care via new patient transportation programs

What does this mean for me?



For patients

Manitoba's new plan puts patients in the driver's seat – with the tools and information to find the right care, as close to home as possible.

You will:

- Enjoy easier consults, as all your health care providers will have up-to-date information on your health and the care you're receiving.
- Wait less, as coordinated access to advice and guidance connects you to the specialist care you need sooner while reducing unnecessary travel.
- Be supported closer to home with new self monitoring tools and remote access to support for chronic conditions or healthy aging.
- Be able to manage your own care, with more information at your fingertips, allowing you to involve family and caregivers in your care and decision-making.



For health-care providers

The clinical network model will improve the support and services available to you and your patients. This may mean expanded roles or new ways of working that make it easier to deliver care.

You will:

- Work collaboratively with other providers, sharing patient information and delivering care as part of an integrated team.
- Wait less for specialist consults and innovations in itinerant care.
- Have access to virtual tools that will connect you with patients, allowing them to receive more care closer to home.
- Offer proactive prevention and screening where and when appropriate, as the system focuses more on prevention.

Looking ahead: Big investments to build system capabilities



We're making sure patients will get the care they need with less hassle, less travel and lower costs for us all. This will require investments in the health services available in local communities and changes to how and where some services are delivered.

Our Plan will mean improvements in how key populations get the care they need in areas like healthy aging, chronic disease and mental health and addictions.

It will also involve collaborative work with Indigenous communities to design a new future for Indigenous health in Manitoba.

And it will improve access to services for those seeking care in French, and will improve our ability to meet the needs of those who have come to Canada and chosen to start their new lives in Manitoba.

Making it all happen

As we implement Manitoba's Clinical and Preventive Services Plan, we are committed to an approach that delivers both short- and long-term improvements for Manitobans.

We've identified some changes that are urgent – such as targeted practice improvements that will allow clinicians to make changes they know are needed to improve care, increase efficiency and allow investments in other areas.

Other changes will take longer as we work closely with local clinical experts and communities to enhance home and community care and create capacity for more specialized services locally.

It's time for Manitoba to take this next step – to build upon and reconfigure existing resources and services to achieve a better, more integrated health system. Energized, empowered and inspired, leaders across our health system are ready to make these changes happen.

Making the right changes will allow us to deliver the right care for all Manitobans. We are committed to better care. We are committed to better access. And we are confident that this Plan will deliver both.

Let's get started.

To view the full report, go to

<https://sharedhealthmb.ca/about/publications-and-transparency/>

Acknowledgement



Shared Health would like to thank the hundreds of physicians, clinical experts and front-line providers, health care administrators and municipal leaders who have dedicated time, experience and expertise to the development of Manitoba's Clinical and Preventive Services Plan.

Our Plan has benefitted from the advice, expertise and guidance of the Integrated Leadership Team and Manitoba's Clinical Leadership Council. We thank these clinical experts and specialty leads for their involvement, their endorsement of this Plan and their commitment to better care for all Manitobans.

Our special thanks to the patients and families who shared personal stories of their health experiences, ensuring that the health care needs and access challenges of individual patients remained at the center of our planning efforts.



Data collection and validation, jurisdictional analysis and expert advice were supported by numerous individuals and groups within Shared Health, Manitoba Health, Seniors & Active Living, Manitoba's Transformation Management Office as well as the professional support provided by the Deloitte health-system team.

The contributions of each individual and group have been instrumental in the development of models of care and clinical pathways that are evidence-based, clinically-informed and appropriate to Manitoba's unique geography and population.

Thank you for the opportunity to lead – and participate in – this important work. We look forward to continuing these efforts for the benefit of Manitoba patients and care providers today, and into the future.

