



# Transformation Office (TO) Update

Leadership Forum

November 14, 2024

# Health PEI

# How We Will Use Our Time

## Agenda

<b>01</b>	Phase 1 Accomplishments	5 min
<b>02</b>	The Next Phase	3 min
<b>03</b>	Next Steps	2 min
<b>04</b>	Questions	5 min

## Session Objectives

- ✓ Review Phase 1 accomplishments
- ✓ Discuss the next phase of transformation
- ✓ Discuss next steps

# Phase 1 Impact Summary

In Phase 1, we set the stage and built momentum to drive HPEI's transformation.



## Set Up the Foundations

Developed the structure and processes to guide the transformation journey. Developed and mobilized six workstream plans.



## Built Capacity

Brought on board seven resources to lead this transformation across the HPEI Transformation Office and workstreams.



## Fostered Collaboration & Transparency

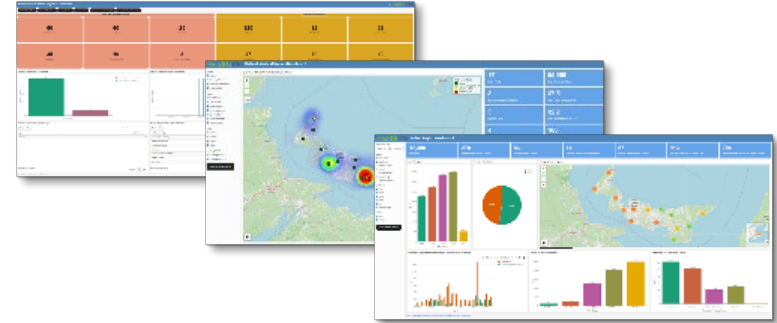
Built the appropriate governance and communications mechanisms to ensure accountability and share progress of the transformation.



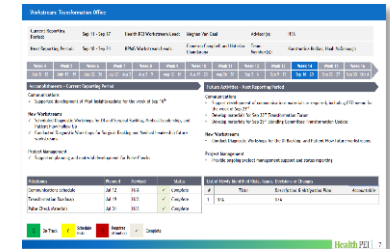
## Enabled Data-Driven Insight

Developed dashboards for three workstreams to support monitoring of progress across transformation initiatives.

## Workstream Dashboards



## Workstream Support

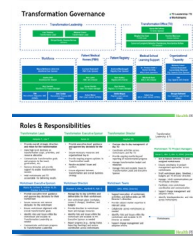


# Phase 1 Accomplishments

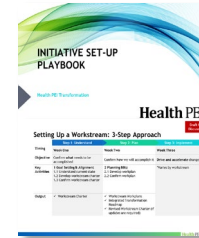
## Workstream: Transformation Office (TO)

The Transformation Office (TO) focused on strengthening the team’s skills and ability, as well as providing tools to ensure long-term success.

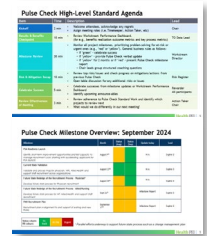
- ✓ **Developed a structured process** to track progress and stay on target with the transformation goals
- ✓ **Solidified governance & roles** to ensure accountability and an efficient structure for the transformation
- ✓ **Established a team** to identify, manage, and resolve **strategic and operational issues**



*Transformation Office Design*



*Workstream Lead Playbook*

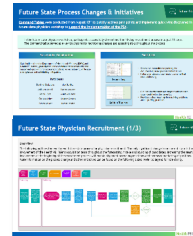


*Pulse Check Standard Work*

## Workstream: Workforce Recruitment

This workstream simplified the recruitment process for Physicians, Nurses, Allied Health professionals, and Support Staff.

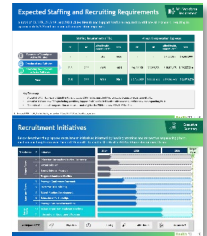
- ✓ **Developed an integrated way** to track and monitor key recruitment metrics
- ✓ **Streamlined current physician hiring process** from 49 steps to 11 steps
- ✓ **Supported working as a unified team** to improve hiring processes and experience for all



*Current/Future State Process for Physicians*



*Current/Future State Process for Physicians, Nurses Allied Health professionals, and Support Staff*



*PMH Recruitment Plan*

# Phase 1 Accomplishments

## Workstream: Patient Registry

The PR workstream focused on strengthening data quality and improving care access through developing a clear path to assign patients to a PMH.

- ✓ Developed a Performance Dashboard to track key registry metrics
- ✓ Outlined the key process enhancements to improve end-to-end workflows
- ✓ Outlined the data collection metrics and key technology to be used in the future



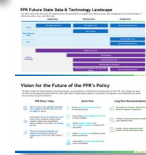
*Data Cleanup Validation*



*Current State Assessment*



*Jurisdiction Scan*



*Future State Recommendations*

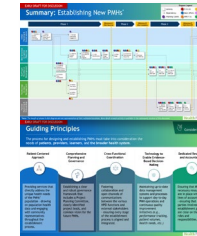
## Workstream: Patient Medical Homes (PMHs)

The PMH workstream developed actions to guide the planning and implementation of new PMHs across PEI, to increase the number of patients with access to primary care.

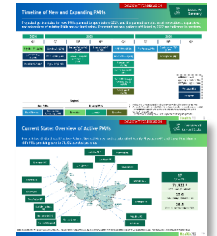
- ✓ Developed an **Operating Model** that defines operating principles and requirements for PMHs
- ✓ Created a **Provincial Plan** to build PMH capacity using the **Implementation Playbook**; a step-by-step guide to establish a new PMH
- ✓ Created the **PMH Master Tracker & Dashboard** to support data-driven decision-making



*Operating Model*



*Implementation Playbook*



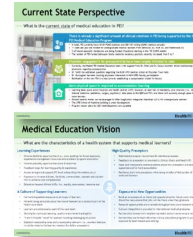
*Provincial Plan*

# Phase 1 Accomplishments

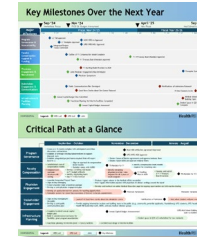
## Workstream: Medical School Learning Support

This workstream facilitated increased collaboration between UPEI/HPEI through workshops and governance structures with the goal of ensuring capacity to support the new medical school.

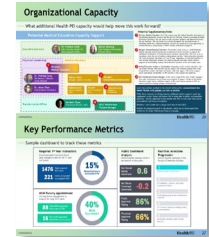
- ✓ Established and supported the facilitation of the UPEI/HPEI Liaison Committee
- ✓ Led workshops focused on goal alignment and future state visioning
- ✓ Delivered report on vision, goals, and measuring success, with a Critical Path



*Current State & Visioning Report*



*Integrated Roadmap*

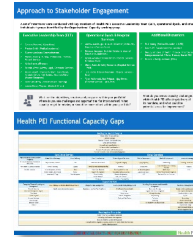


*Organizational Capacity & Program Monitoring Recommendations*

## Workstream: Organizational Capacity

The Organizational Capacity workstream identified gaps and prioritized opportunities to have Health PEI become a more resilient, efficient, and innovative healthcare team.

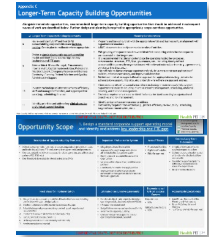
- ✓ Developed and prioritized 21 capacity building opportunities
- ✓ Created high level plans for immediate capacity building opportunities
- ✓ Identified gaps by analyzing the current state against leading practices and similar jurisdictions



*Current State Review & Capacity Gap Analysis*

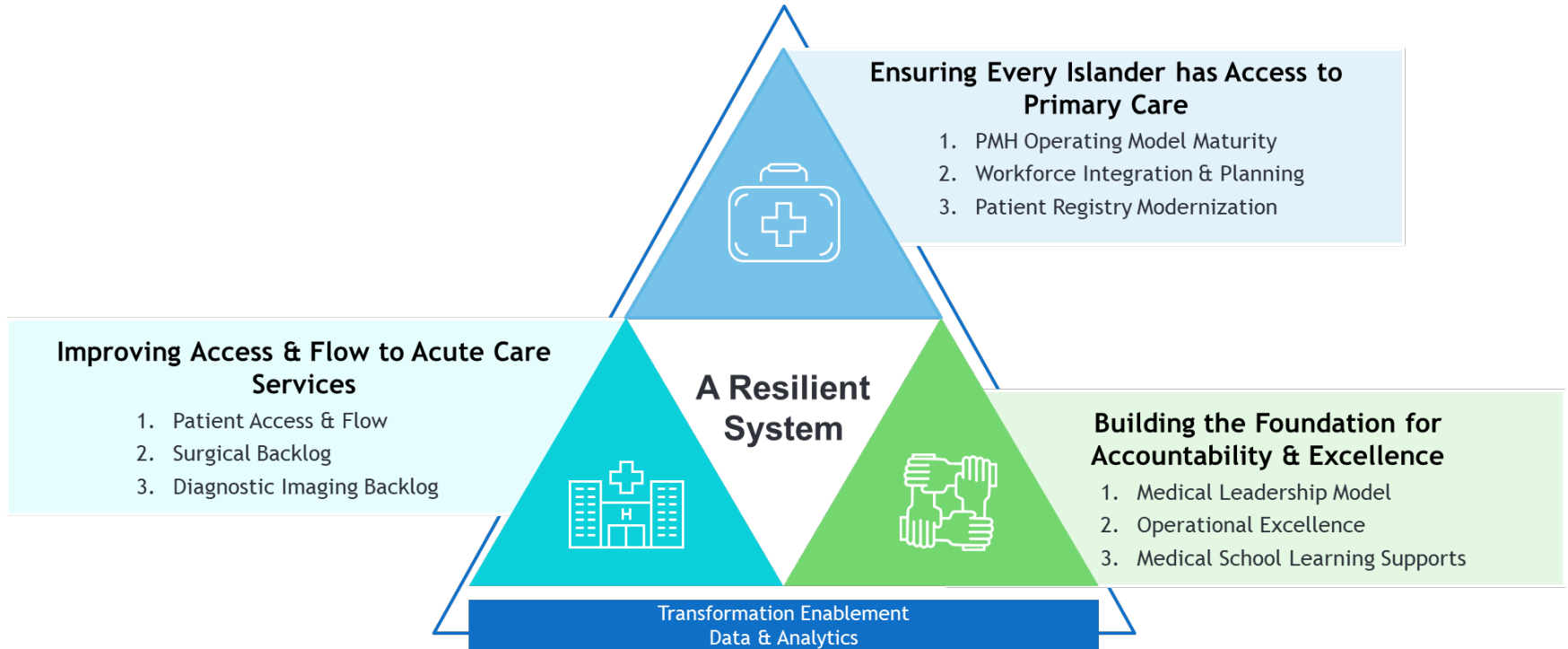


*Prioritized Capacity Building Opportunities*



*Summary of Assessment and Findings*

# The Next Phase: Building on initial wins and scaling transformation





# The Next Phase: Transformation outcomes to address key challenges



## Ensuring Every Islander has Access to Primary Care

### Outcomes

1. By 2027, reduce the number of unaffiliated patients by 50,000 (current + expected growth) through new and existing PMHs (approx. 30)
2. Recruit 48 primary care providers and corresponding support roles over the next 2 years. Recruit remaining physician vacancies leveraging new recruitment apparatus
3. Implement a modernized Patient Registry by Spring 2025



## Improving Access & Flow to Acute Care Services

### Outcomes

1. Reduce ED Provider Initial Assessment time (PIA - 90th percentile) by 35% to align with Canadian average by 2027
2. Increase percentage of patients treated within benchmark to 65% aligned to Canadian average for hip and knee replacement surgeries by 2027
3. Decrease average diagnostic imaging wait times by 25% for CTs, MRIs, and Ultrasounds by 2027



## Building the Foundation for Accountability & Excellence

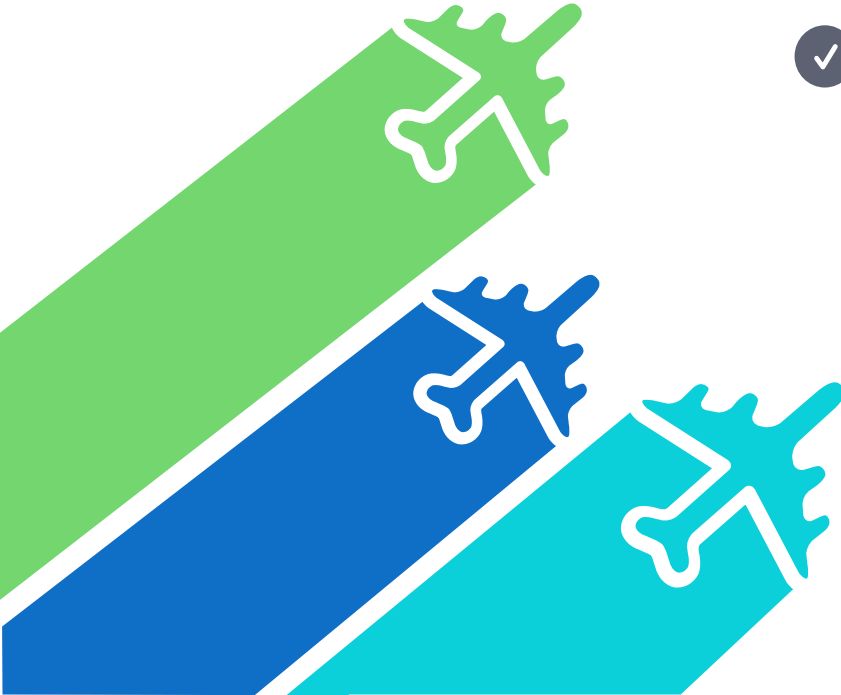
### Outcomes

1. Establish an effective medical leadership model through collaborative planning and tangible changes
2. Create a culture of professional accountability and excellence throughout the health system
3. Ensure a customized learning health system for optimal health learning and training opportunities on the Island



# Next Steps

- ✓ **Regular Communication of Progress:** Updates regarding key decisions and progress will be shared through regular memos, Vital Insights, the Leadership Forum, and the dedicated Transformation SRC page.
- ✓ **Inquiries and Support:** For any questions related to the transformation initiative, please do not hesitate to reach out to [healthpei@gov.pe.ca](mailto:healthpei@gov.pe.ca).





**Questions?**

