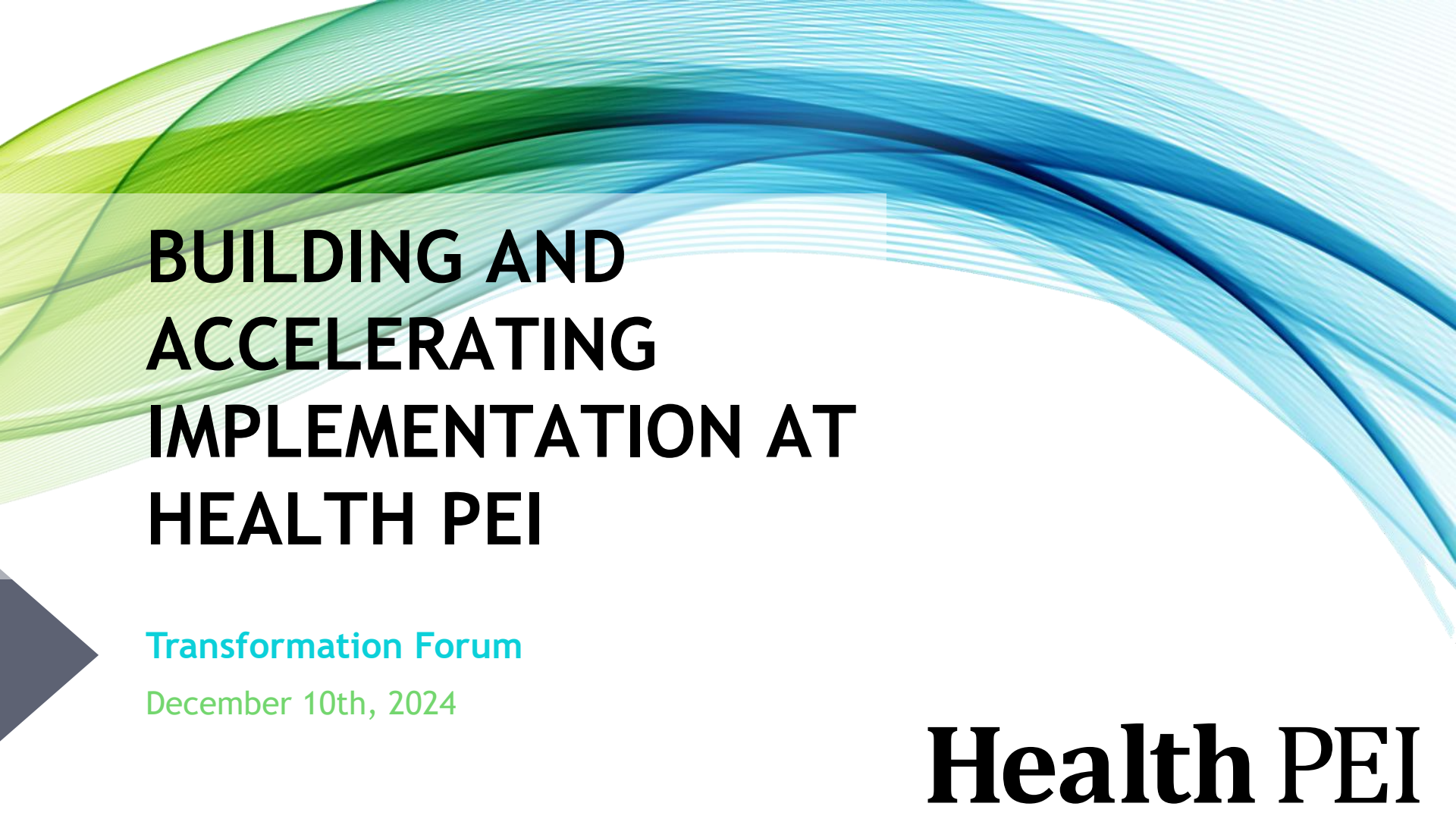




BUILDING AND ACCELERATING IMPLEMENTATION AT HEALTH PEI

Transformation Forum

December 10th, 2024

Health PEI

How We Will Use Our Time

Agenda

01	Celebrating Success: Phase 1 Achievements	5 min
02	Phase 2 Overview & Path Forward	15 min
03	Phase 2 Governance	5 min
04	Workstream Deep Dives	25 min
05	Q&A	10 min

Session Objectives

- ✓ Celebrate success from Phase 1 accomplishment
- ✓ Discuss key transformation priorities and workstreams
- ✓ Discuss Phase 2 transformation governance approach
- ✓ Provide insights on progress to-date and path forward



01

Celebrating Success: Phase 1 Achievements



Phase 1 Impact Summary

In Phase 1, we set the stage and built momentum to drive HPEI's transformation. Outlined below is a high-level overview of our key accomplishments:



Set Up the Foundations

Developed the structure and processes to guide the transformation journey in the Transformation Office. 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

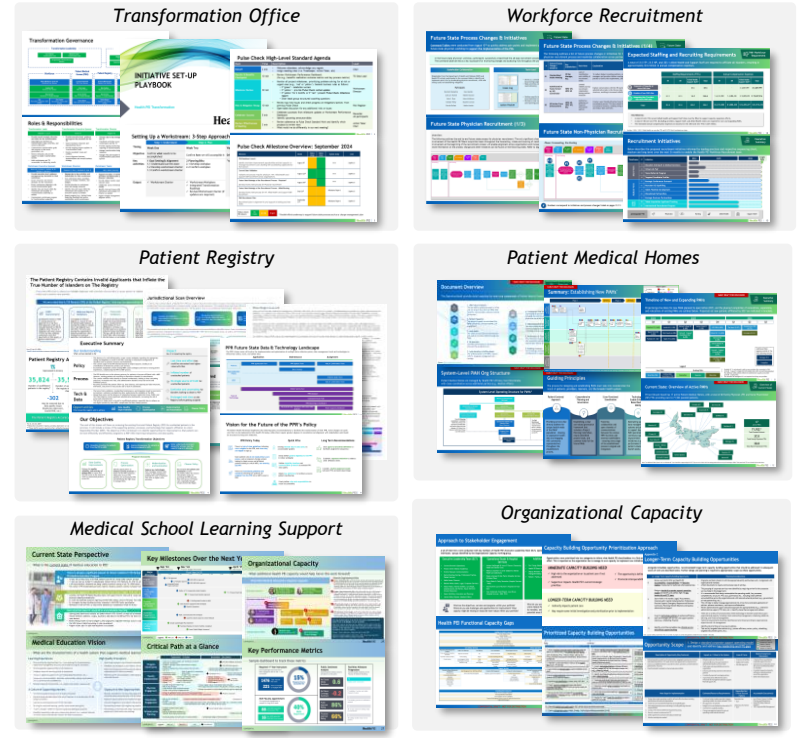
Built the appropriate governance and communications mechanisms to ensure accountability and share progress of the transformation.



Enabled Data-Driven Insight

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

25 Deliverables were developed for the Phase 1 across six workstreams





02

Phase 2 Overview & Path Forward



About KPMG in Canada

KPMG is a **Canadian professional services firm** with over 150 years of operating in Canada. We have professionals across a diverse range of industry and subject matter expertise focused to help organizations achieve their goals. We operate across industries and borders, and leverage our extensive global network of professionals and Subject Matter Advisors in the following areas:



Healthcare and Life
Sciences Solutions



Digital Health
Transformation



Operational Excellence



Human-Centered
Innovation



Partnership Design

Healthcare Focused

KPMG has a well-established reputation in healthcare advisory services having supported more than 100 Canadian hospitals and provincial health systems across all facets of healthcare in Canada. Our cohesive team of over 100 healthcare professionals consists of clinicians, senior leaders, and healthcare leaders, bring deep expertise in delivering transformational programs to life.

We are committed to improving health systems to deliver better care for patients by addressing the unique challenges of the healthcare environment and its evolving stakeholder needs.

We carry extensive experience across the full continuum of care - including primary care, teaching hospitals, community hospitals, LTC, and home care - our team has successfully delivered initiatives at the local, regional, and provincial level.



Our Presence

Around the World

275k+
Employees

13,200
Partners

715+
Offices

In Canada

~11,000
Employees

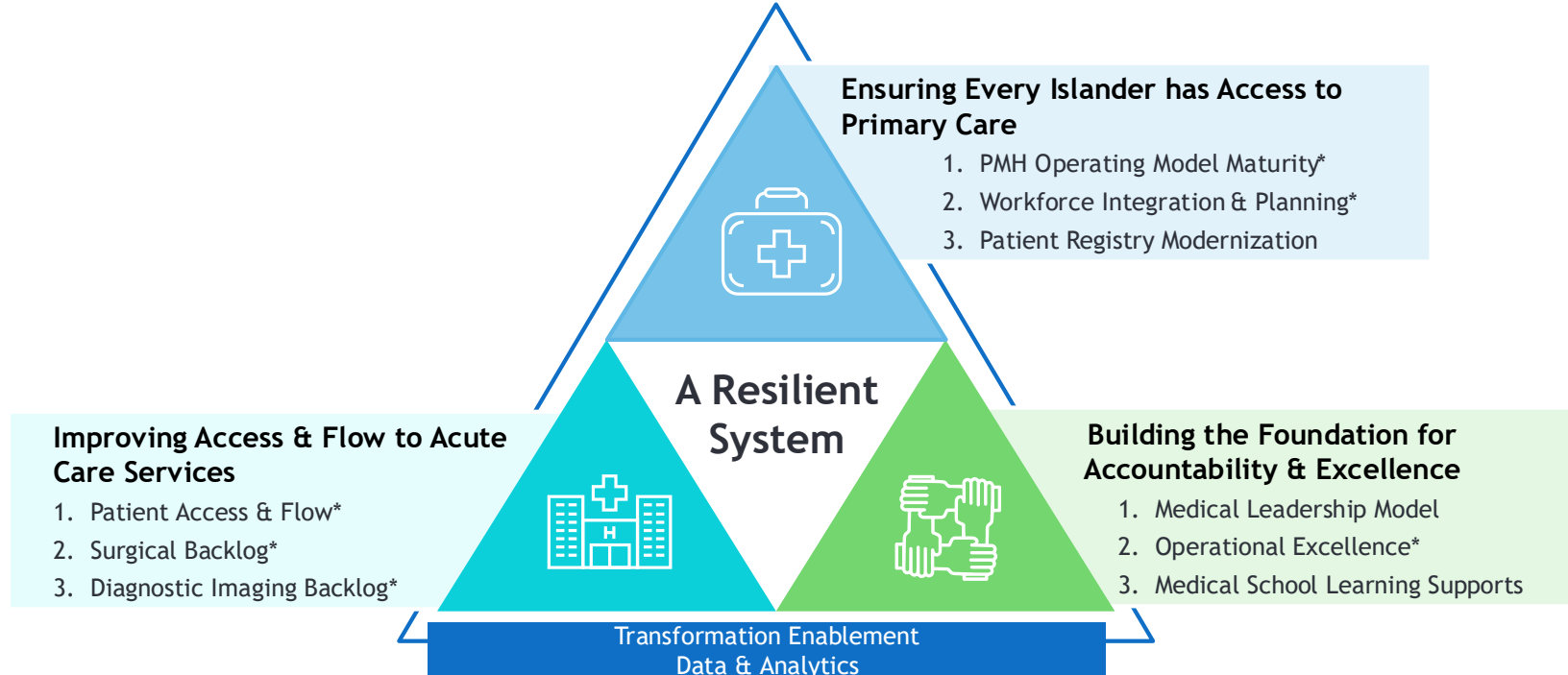
1,000
Partners

47
Offices

For HPEI, our corporate profile means **access to the right people, expertise and tools**. While we have scale as a firm, it is the local practitioners focused on delivering health system transformation and human-centered innovation who will be your closest healthcare innovation partners, thought leaders and advocates.

Future Phase Transformation: Framework

In the Phase 2, we are setting the stage for HPEI to build on initial wins and scale transformation



*KPMG supporting workstream

What is the Transformation Office?

The Transformation Office is the **engine of the transformation**

The TO **Sets the Pace of Transformation**

Accelerates progress
toward objectives and
ensures initiatives move
forward at pace

The TO **Is The Architect of the Transformation Approach**

Builds momentum,
ensuring sustainability
and capability building
are fully integrated

The TO **Takes a Systems View to Coordinate Interdependencies and Address Conflicts**

Manages the
transformation and
coordinates across the
system

The TO **Is the Source of Truth on Progress**

Monitors and tracks
progress to align
priorities and report on
key indicators

Workstream Objectives and Targets



Ensuring Every Islander has Access to Primary Care

Patient Medical Home Operating Model Maturity

Objective:

Focused effort to optimize current PMH's and coordinated buildout for future sites in line with operating model

Target:

- ✓ By 2027, reduce the number of unaffiliated patients by 50,000 (current + expected growth) through new and existing PMHs

Workforce Integration & Planning

Objective:

Build a centralized recruitment team within Health PEI to be more successful in building health workforce on Island

Target:

- ✓ Recruit 48 primary care providers and corresponding support roles over the next 2 years. Recruit remaining physician vacancies leveraging new recruitment apparatus

Patient Registry Modernization

Objective:

Enhance the existing Patient Registry, through improved database connections; tracking and reporting of preferred region; and ensuring a clear path to affiliation through implementing the Collaborative Affiliation approach

Target:

- ✓ Implement a modernized Patient Registry by Spring 2025
- ✓ Affiliation plans for all Primary Care practitioners who are not at their panel benchmark by March 31, 2025

Workstream Objectives and Targets



Improving Access & Flow to Acute Care Services

Patient Access & Flow

Objective:

Reduce ED wait times by improving inpatient bed availability through optimized transition times and streamlined discharge processes

Target:

- ✓ Reduce ED Provider Initial Assessment time (PIA - 90th percentile) by 35% to align with Canadian average by 2027

Surgical Backlog

Objective:

Reduce surgical wait times by optimizing perioperative processes, staffing, and resources, with a focus on improving pre-surgical preparation and expanding anesthesia capacity

Target:

- ✓ Increase percentage of patients treated within benchmark to 65% aligned to Canadian average for hip and knee replacement surgeries by 2027

Diagnostic Imaging Backlog

Objective:

Reduce diagnostic imaging wait times in PEI through process optimization, workforce management, and standardized referral guidelines

Target:

- ✓ Decrease average diagnostic imaging wait times by 25% for CTs, MRIs, and Ultrasounds by 2027

Workstream Objectives and Targets



Building the Foundation for Accountability & Excellence

Medical Leadership Model

Objective:

Build and enhance culture across the medical leadership team by focusing on tangible changes

Target:

- ✓ Establish an effective medical leadership model through collaborative planning and tangible changes

Operational Excellence

Objective:

Develop an Operational Excellence roadmap, and establish foundational elements of a management system, engaging executive leadership to drive sustainable performance improvement

Target:

- ✓ Create a culture of professional accountability and excellence throughout the health system

Medical School Learning Support

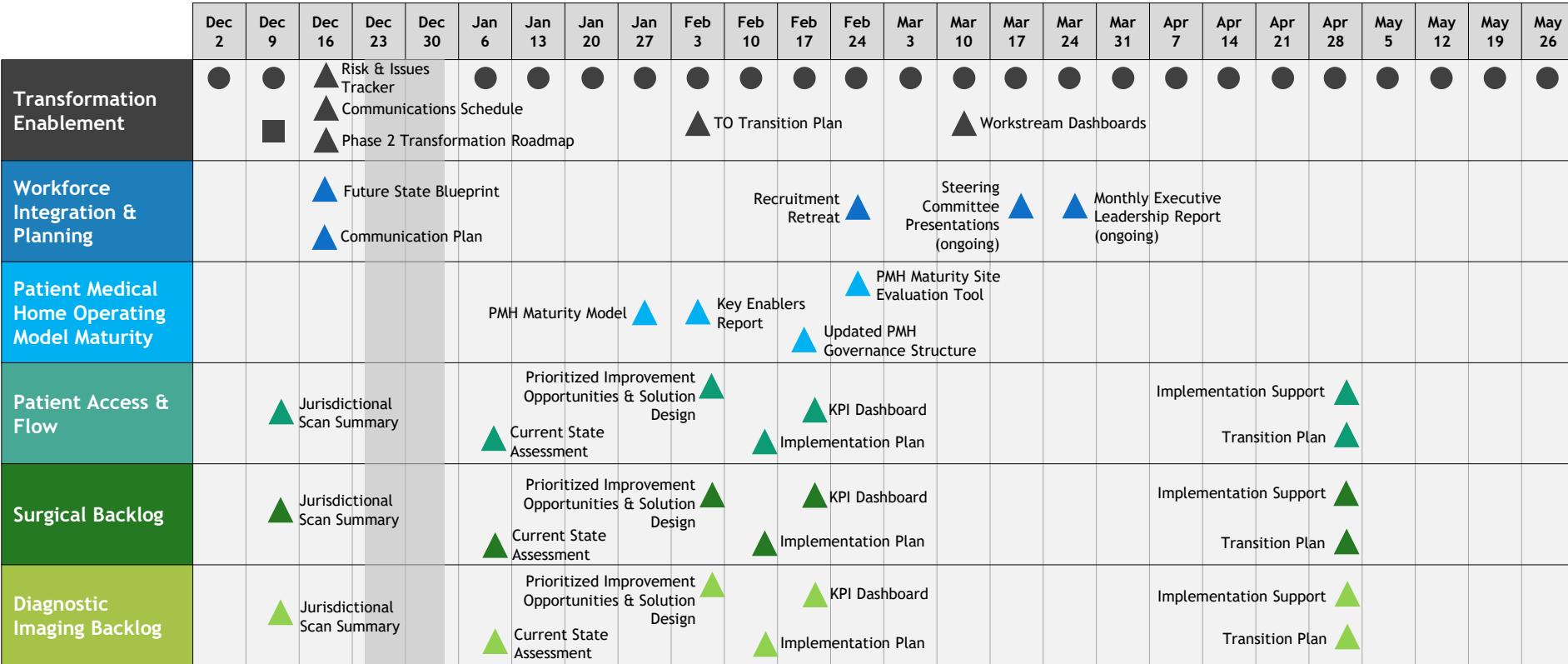
Objective:

Prepare for the establishment of new medical school and fully incorporate learners and a learning health system philosophy into PEI's health system

Target:

- ✓ Ensure a customized learning health system for optimal health learning and training opportunities on the Island

Transformation Roadmap



Dec 25 - Jan 1*

Next Steps



To be done by end of December



Goal Setting & Monitoring

KPMG to facilitate Goal Setting and Monitoring with Workstream Directors and Project Teams



Planning Blitz

KPMG to work with Workstream Directors to plan for Phase 2, leveraging to the integrated Transformation Roadmap



Ongoing



Status Updates & Pulse Checks

We'll re-convene as a group on a regular basis

Working Together

Support accelerated pace

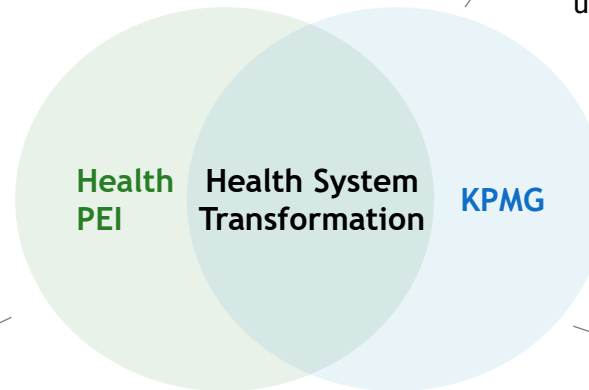
Working together to adhere to project timelines, ensuring that transformation objectives.

Be agile

Strategically allocating resources to support project areas Health PEI has identified as a transformation priority.

Collaboration at all levels

Collaborating with key transformation leaders across all levels of the organization. These individuals will be available to fully participate in all relevant project streams.



Ongoing communication

Maintaining regular and transparent communication on the project's progress through weekly status updates and open dialogue.

Support a hybrid work environment

Operating using a hybrid working environment, leveraging communication channels such as Teams to share documentation.

Help build internal capacity

Together, focusing on building Health PEI's internal capabilities, equipping the team with the skills and knowledge necessary for sustained success.



03

Phase 2

Governance



Key Roles

Transformation Leadership	Leaders driving transformation objectives, and ensuring integration and collaboration across workstreams and all health system players.
Workstream Executive Sponsors	Executive(s) providing executive-level guidance and approve key decisions for their workstream.
Workstream Directors	Individual(s) managing day-to-day activities and deliverables for their workstream.
Workstream Team Members	Individual(s) supporting the execution of workstream activities and deliverables per WS Director's direction.
Workstream TO Project Manager	Individual(s) act as liaisons between TO and assigned workstreams.
Day-to-day Advisory Team (KPMG)	KPMG team members bringing subject matter expertise and supporting the execution of workstream activities and deliverables per WS Director's direction.

Integrated Transformation Structure



Transformation Leadership

Lisa Thibeau <i>Transformation Lead</i>	Melanie Fraser <i>Transformation Lead</i>
Shripal Doshi, Deanna Heroux, Gordon Burrill <i>Advisors</i>	

Transformation Office (TO)

Meghan Van Gaal <i>TO Director</i>	Karen McCaffrey <i>TO Exec Sponsor</i>	Data & Analytics Tim Burnley <i>Data & Analytics Director</i>
Cameron Campbell, Konstantina Kollias <i>TO Advisors</i>		Greig Helmer <i>Data & Analytics Advisor</i>

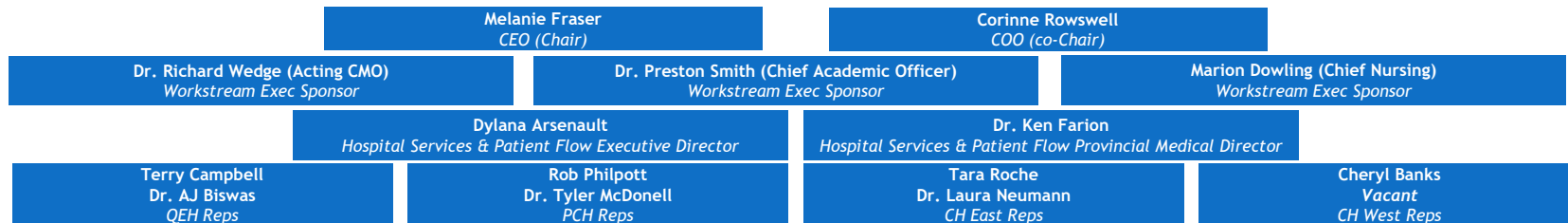
Workstreams

	PMH Operating Model Maturity	Workforce Integration & Planning	PPR & Panel ID	Patient Access and Flow	Surgical Backlog	Diagnostic Imaging Backlog	Medical Leadership Model	Operational Excellence	Medical School Implementation Support
Workstream Exec Sponsor	Corinne Rowsell	Maura McKinnon	Andrew MacDougall	Dr. Richard Wedge	Dr. Preston Smith	Marion Dowling	Maura McKinnon	Karen McCaffrey	Dr. Preston Smith / Marion Dowling
Directors	Kim Lawn	Sophie Oliff (Interim)	Kyle Dudley	Maribeth Ryan (Workstream Director) Dr. Ken Farion (Patient Flow Medical Director) Dylana Arsenaault (Operational Exec Director)	TBD (Workstream Director) TBD (Prov. Surgery Dept. Head) Dylana Arsenaault (Operational Exec Director)	TBD (Workstream Director) Dr. Michael Kilcup (Prov. DI Department Head) Dylana Arsenaault (Operational Exec Director)	Maribeth Ryan	Meghan Van Gaal	Maribeth Ryan
Workstream Team Members	Andrea Wile	Licinia Neves	Chelsea Soga	Donna Daniec Christa Bertram Rebecca Kewley Kim Johnson June Morrow (Comms) Dodi Bailey (HR Rep) Deanna Estabrooks (Fin) HIU Rep (TBD)	Donna Daniec Julie Chisholm Cindy Barry Jessica Bruce (Comms) Jennifer Bulger (HR Rep) Deanna Estabrooks (Fin) HIU Rep (TBD)	Gaillyne MacPherson Julie Sinclair Dave Atkinson (Comms) Karen Milligan (HR Rep) Deanna Estabrooks (Fin) HIU Rep (TBD)	Corinne Rowsell Lauren Kelly-Weyman	Corinne Rowsell Lauren Kelly-Weyman Jennifer LaRosa	Nancy Costa
Workstream TO Project Manager	Imran Sheikh	Alex Gamble	Alex Hendry	TBD - PM2 (SWOT)	TBD - PM1	TBD - PM1	TBD	TBD	Alex Hendry
Day-to-Day Workstream Advisor	Daniel Gordon	Seb Monsalve	N/A	Govind Adaikappan / Natasha Chandarana	Govind Adaikappan / Daphne Snickers	Govind Adaikappan / Natasha Chandarana	N/A	TBD	N/A

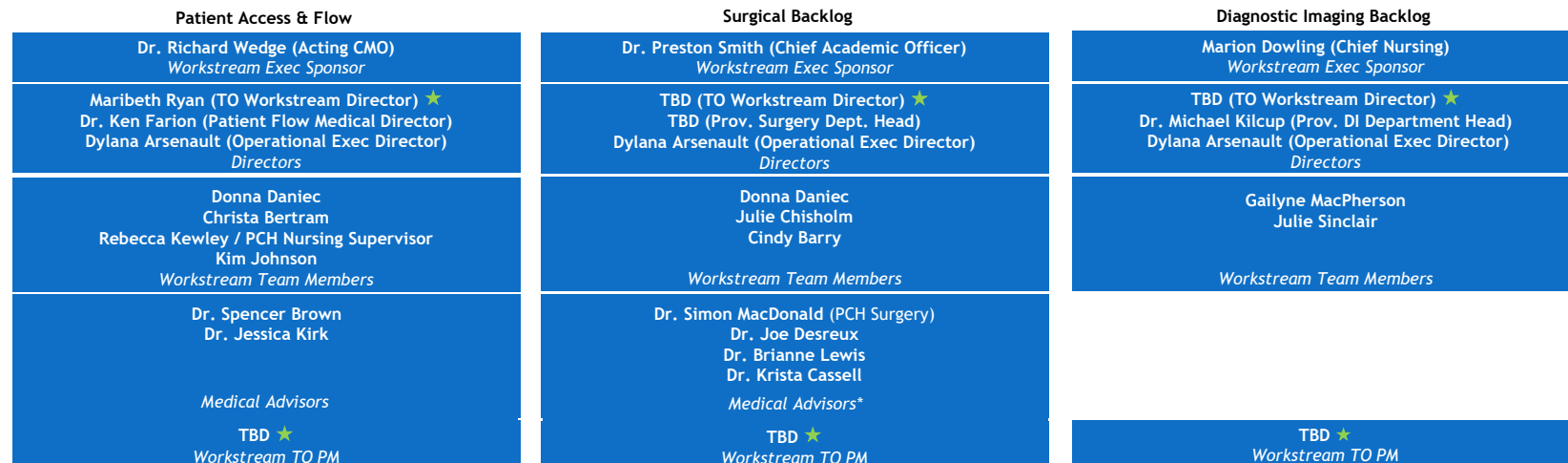
SPADE Governance

★ Transformation Office Member

Surgical, Patient-Flow, and Diagnostic Efficiency (SPADE) Steering Committee



Transformation Workstreams



KPMG Workstream Team Members

Transformation Office	Workforce Integration	Patient Medical Homes	Patient Access & Flow	Surgical Backlog	Diagnostic Imaging Backlog	Operational Excellence	Secondment
Shripal Doshi Partner	Deanna Heroux Partner	Shripal Doshi Partner	Gordon Burrill Partner	Gordon Burrill Partner	Gordon Burrill Partner	Govind Adaikappan Director	Sophie Oliff - Workforce Recruitment WS Director Manager
Cameron Campbell - WS Lead Director	Simi Sudan - WS Lead Senior Manager	Cameron Campbell - WS Lead Director	Govind Adaikappan Director	Govind Adaikappan Director	Govind Adaikappan Director		Alexandra Badder - Project Development Lead, Medical Affairs Office Senior Consultant
<u>Core:</u> Konstantina Kollias - WS Lead Senior Consultant	Seb Monsalve - WS Lead Manager	Daniel Gordon - WS Lead Senior Consultant	Natasha Chandarana - WS Lead Manager	Daphne Sniekers - WS Lead Manager	Natasha Chandarana - WS Lead Manager		
Aneeka Afaq Consultant	Katie Orr Consultant	Dante Wong Consultant	Alex Mladen Senior Consultant	Sara Sparavalo Senior Consultant	Gunjeet Madaan Senior Consultant		
<u>Data and Analytics:</u> Grieg Helmer - WS Lead Senior Manager	David Snowden Consultant		Caroline Parsons Consultant	Caroline Parsons Consultant	Caroline Parsons Consultant		
Consultant	Shreya Singla Consultant						
<u>Issues (SWOT):</u> Tyler Chan Consultant							
Caitlin Arnott Consultant							



04

Workstream Deep Dives





Progress To-Date

Key Accomplishments

- ✓ PMH Playbook workshops hosted (Nov 25), continually updating Playbook with PMH implementation activities
- ✓ Workshops facilitated on PMH Potential Sites (Nov 5) and High-risk Regions (Nov 7)
- ✓ PMH Task Force kicked off (Nov 15) and meeting weekly
- ✓ Shared Operating Model and PMH Implementation Playbook with PC Leadership (Nov 6) and PC Renewal Steering Committee (Nov 12)
- ✓ PMH Open Forum held (Oct 29) to socialize deliverables
- ✓ Panel Policy Working Group (PPWG) kicked off (Nov 14) with board membership (MSPEI, PEINU, IMT, HR, etc.) and weekly meetings
- ✓ Panel ID: ~56% of records identified

Path Forward

Next Steps

- Develop PMH Maturity Model & Assessment
- Align PMH vacancies and position postings
- Review PQs for support staff (MOA, LPN, etc.)
- Prioritization of staffing plans for both new PMH sites and existing vacancies
- Conduct Jurisdictional Scan for key PMH Enablers

Key Risks & Decision Points

- Culture/Burnout/Retention: High turnover rates may reduce patient access to care
- Panel ID and Panel Policy incomplete before PSA implementation: may result in delayed recruitment of existing providers into PMHs
- Vacant Medical Leadership: may hinder PSA implementation, Panel Policy, and other PMH initiatives



Progress To-Date

Key Accomplishments

- ✓ Physician Command Table: Started Sept 26, 2x per week
- ✓ Nursing Command Table: Started Oct 18, 1x per week
- ✓ Allied Health Command Table: Started Oct 17, 1x per week
- ✓ Conducted Workforce Recruitment Progress Update Session with affected staff on Nov 13
- ✓ Future state organizational structure developed and transfer mapping in progress
- ✓ Physician Tracker / Dashboard tracks locum and permanent physician, resident, AP and PA applicants through recruitment pipeline, as well as Physician hires/departures
- ✓ Physician Dashboard / Reporting: Continuous improvements over the past 3 months. Interim solution until ATS in place
- ✓ Recruitment Process Optimization Process maps and RACI: completed for Allied Health, Union, Non-Union, Nursing, Agency Staffing; and in-progress for IEN's, Physicians

Path Forward

Next Steps

- Treasury Board memo targeting Dec 18 agenda
- Connect with PMH workstream re: Group postings for Nursing and Allied Health (not location-specific) as well as staffing models
- Support ATS content prep-work ahead of launch Feb 2025
- Secure data entry support for physician recruiters
- Access and training to Zoho CRM (leads management)

Key Risks & Decision Points

- Unclear decision-making regarding Zoho / ATS and which system will be adopted by HPEI for full CRM and tracking functionality
- Delay in team transition / establishment due to Treasury Board approval process
- Lack of data & analytics support resulting in unclear/limited data to guide urgent Command Table priorities and progress toward goals



Progress To-Date

Key Accomplishments

- ✓ Panel Identification Group I nearing completion: 99%
 - ✓ ~100,000 charts complete
- ✓ Panel Identification Group II initiating
 - ✓ ~61,000 charts to complete
- ✓ Modernized Patient Registry (CRM Minimum Viable Product) on time and on pace for Jan 6th launch
 - ✓ Web Form complete
 - ✓ Interface to CR and CRM complete
 - ✓ Training and testing ongoing
 - ✓ Data Migration scheduled
- ✓ Collaborative (Push) Affiliation started
 - ✓ 6/30 Physicians contacted in December
 - ✓ Remaining Physicians contacted in January

Path Forward

Next Steps

- Implement escalation process for paneling resistance
- Ensure PSA incentives are understood by Primary Care Network Managers
- Continue to meet with HPEI HR on available resources to assist converting paper charts to EMR as well as Panel ID work
- Monitor Physician Engagement Plan, to enable affiliation

Key Risks & Decision Points

- Could be resistance to Collaborative (Push) Affiliation Approach by physicians.
- Complexity will need to be factored in to panel benchmarks
- The current practice of migrating patients and assigning new from Registry will need to keep pace with monthly assignment targets
- Policy: Key modification is removal of “meet and greet”
- There are potential delays with the Phase II functionality of the eCRM, will need to maintain PARIS for information only
- NP affiliation and communication around incentive is next step in affiliation



Progress To-Date

Key Accomplishments:

- ✓ Liaison Committee Launch
- ✓ Critical Path report completed
- ✓ Physician engagement activities initiated:
 - Reviewed and compiled Physician Survey Results
 - Initiated meetings for Engagement opportunities November, December and January
 - Will continue submissions in monthly MSPEI and Medical affairs newsletters
 - EOI for teaching positions has been sent
- ✓ Physician Compensation: TB Memo was submitted and will be reviewed December 11th
- ✓ Health System integration review between UPEI FOM and HPEI Medical Education teams has been initiated. Meetings to start week of December 9th
- ✓ Established a monthly touch base with facilities and capital planning lead to review HPEI plan for new Learner Space

Path Forward

Next Steps

- Program metrics are being compiled and Health Analytics Team assisting in the development of a dashboard
- Continue to map out physician engagement activities with Leaders from UPEI FOM and HPEI
- Review timelines and new learner space requirements and tracking
- Map out physician compensation processes
- Ensure adequate resourcing to advance priority work, Nov to Apr
- Identifying between HPEI and UPEI FOM roles and responsibilities to minimize duplication

Key Risks & Decision Points

- Infrastructure and facilities planning needs fine tuning
- Lack of relevant medical education data available to track progress
- Physician engagement opportunities in Dec and Jan will hopefully have sufficient engagement
- Clerkship Model decision outstanding

Q&A



Any Questions?

Stay up to date with our SRC Page:
src.healthpei.ca/transformation-office

Health PEI





THANK YOU

Health PEI



Appendix



Roles & Responsibilities - Phase 2

Transformation Leads	Transformation Executive Sponsor	Transformation Director	Workstream TO Project Managers
Provide overall strategic direction and vision for the transformation • Make high-level decisions on transformation scope, priorities, and resource allocation • Communicate transformation goals and progress to the board, government, etc. • Remove obstacles and provide support to enable transformation success • Hold workstreams and TO accountable for delivering results	Provide executive-level guidance and approve key decisions for the TO • Secure necessary resources and organizational buy-in • Provide ongoing progress updates to Transformation Leads • Resolve escalated issues and conflicts • Ensure alignment between transformation and overall business strategy	Oversee day-to-day management of the TO • Coordinate activities across workstreams and the TO • Provide ongoing monitoring and reporting of transformation progress • Manage transformation budget and resources • Manage risks and escalate issues to Transformation Leads and Executive Sponsor	Act as liaisons between TO and assigned workstreams • Ensure consistency in project management across workstreams • Draft workstream plans, comms, and budgets per WS Director direction • Facilitate cross-workstream coordination and communication • Support change management and adoption efforts • Identify interdependencies and risks across workstreams
Steering Committee	Workstream Executive Sponsors	Directors	Directors
Make critical decisions that align all workstreams with transformation goals • Resolve conflicts and manage competing priorities • Equitably allocate resources to ensure fair distribution • Address high-level risks affecting multiple workstreams • Evaluate cross-workstream dependencies to ensure balanced progress and overall project success	Provide executive-level guidance and approve key decisions for their workstream • Secure resources and remove obstacles for the workstream • Ensure workstream alignment with overall transformation goals • Identify risks and issues within the workstream and escalate to Transformation Leadership as needed • Communicate workstream progress to Transformation Leadership and the ELT	Manage day-to-day activities and deliverables for their workstream • Own workstream plans (workplan, comms & change), timelines, and budgets • Provide direction to workstream team and manage resources • Identify risks and issues within the workstream and escalate to WS Executive Sponsor as needed • Report progress (e.g., during Status Reporting Meetings) and ensure coordination across workstreams	Support execution of workstream activities and deliverables per WS Director's direction • Provide subject matter expertise in relevant areas • Collaborate across workstreams as needed • Identify risks and issues within the workstream and escalate to WS Director as needed • Support change management and adoption efforts



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