



# Transformation Office (TO) Update

Leadership Forum

August 8, 2024

# Health PEI

# How We Will Use Our Time

## Agenda

- |           |                                |       |
|-----------|--------------------------------|-------|
| <b>01</b> | Recap: Transformation Overview | 5 min |
| <b>02</b> | Progress to Date               | 5 min |
| <b>03</b> | Next Steps                     | 5 min |
| <b>04</b> | Questions                      | 5 min |

## Session Objectives

- ✓ Provide a recap of the transformation priorities
- ✓ Discuss transformation progress to date
- ✓ Discuss next steps

# Transformation at Health PEI

KPMG has been engaged to support the transformation of healthcare in PEI through:

**1**

## **Building foundational capacity**

Mobilize structure, people, and resources required to sustain transformation

**2**

## **Focusing on key priorities**

Establish momentum by delivering on six\* priority workstreams

**3**

## **Sustaining continuous improvement**

Build on initial wins and scale transformation efforts across other areas of the health system

\*see subsequent slide

# A Focus on Six Priority Workstreams

## 1 Patient Registry

*Over 38,000 individuals on the patient registry await a Primary Care Provider\**

### Objectives:

Improve data quality, provide improved access to care, and develop a clear path to affiliation to PMH's

## 2 Patient Medical Home (PMH) Operating Model

*Accelerate the roll-out of PMHs to address the unaffiliated patients, currently waiting on the patient registry*

### Objectives:

Develop a replicable approach to support the expansion of PMH's and improve access to care

## 3 Workforce Recruitment

*Challenge of workforce shortage, lack of role clarity, and increasing demand of healthcare services*

### Objectives:

Streamline recruitment, clarify responsibilities and roles, and identify process improvements

## 4 Medical School Learning Support

*Establishment of UPEI's medical school to improve the shortage of physicians*

### Objectives:

Improve capacity to accept, train, and retain medical education undergraduates and post-graduates

## 5 Organizational Capacity

*Opportunities for adding organizational capacity and enhancing key competencies*

### Objectives:

Enhance organizational capabilities, foster skill development, and cultivate a resilient and adaptable team

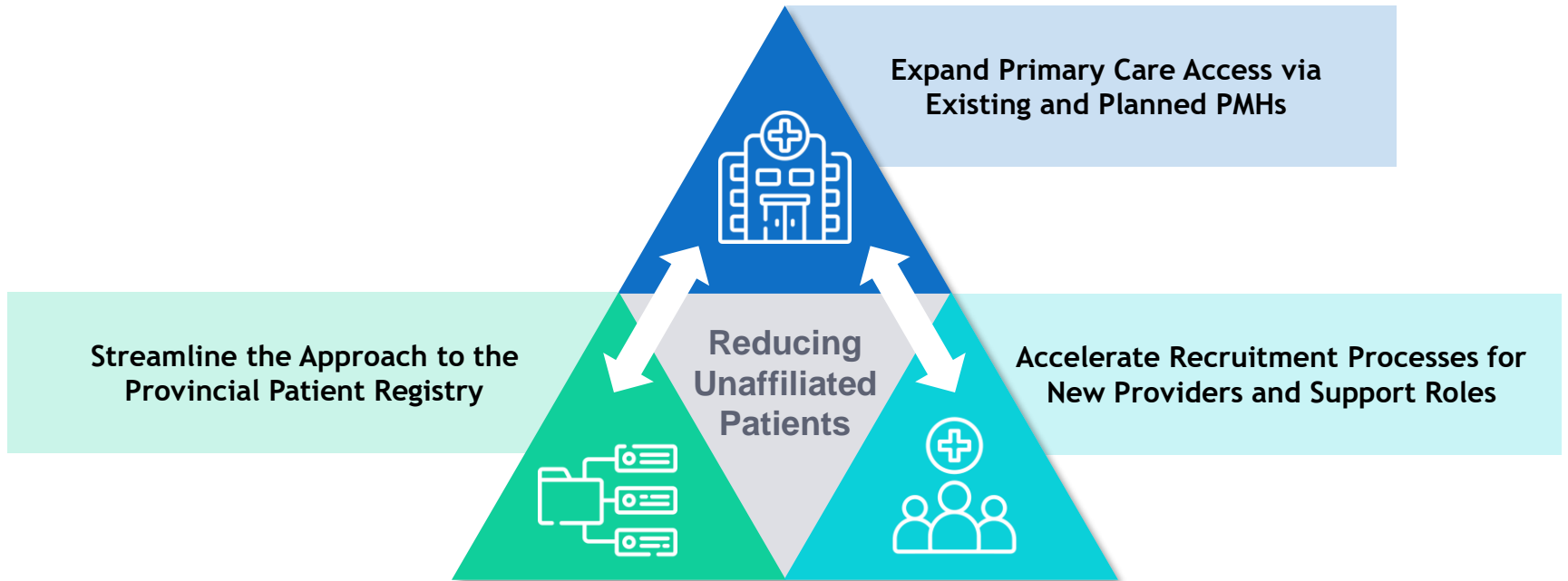
## 6 Transformation Office (TO)

*Additional capacity is required to accelerate transformation progress*

**Objectives:** Build internal capacity to ensure long-term sustainability and provide the necessary tools to replicate processes

\*The term Primary Care Provider to refer to Primary Care Physicians and Nurse Practitioners

# Every Islander is Affiliated With a Primary Care Provider



# Progress to Date

	Patient Registry	PMH Operating Model	Workforce Recruitment	Medical School Learning Support	Organizational Capacity	Transformation Office
Description	Improve accuracy and management of unaffiliated patients in PEI through modernizing and automating the registry	Developing methods to guide the planning and commissioning of new PMHs	Streamlining and redesigning Health PEI's recruitment processes	Preparing for the establishment of the new medical school and incorporation of a learning health system	Strengthening the ability of Health PEI to deliver on priorities through investments in the right skills and supports	Providing strategic advisory support, project management coordination, and capacity building
Key Highlights	<ul style="list-style-type: none"> <li>✓ Analyzed registry data; identified 6,476 records (18%) with data quality issues that are potential candidates for removal.</li> <li>✓ Assessed registry processes, policy, and technology; 30% potential FTE time savings.</li> <li>✓ Patient Registry has been reduced from 38.7k to 35.0k based on affiliations and data quality so far.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Conducted site visits to observe PMH challenges and opportunities firsthand.</li> <li>✓ Collaborating with primary care managers to streamline PMH establishment/expansion.</li> <li>✓ Developing tactical end-to-end infrastructure roadmap and recruitment plan for PMHs.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Based on input, drafted current state process to validate understanding of recruitment process.</li> <li>✓ Shifted focus to future recruitment improvement opportunities.</li> <li>✓ Preparing interim improvements for managing physician applicants.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Conducted goal-setting &amp; planning workshop to align on workstream priorities.</li> <li>✓ Developing current state analysis of PEI medical education to inform integrated roadmap design.</li> <li>✓ Preparing for Visioning &amp; Planning workshop to align on health system priorities and work requiring co-design.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Met with ELT members to understand portfolios, challenges, and opportunities.</li> <li>✓ Conducting jurisdictional scan on best practices for high-performing health organizations.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Updated the Communications Plan to expand reach and increase feedback channels.</li> <li>✓ Developed an integrated Transformation Roadmap to guide the journey ahead.</li> <li>✓ Launching a "Pulse Check" initiative to monitor and drive progress on key milestones.</li> </ul>

# Progress to Date

	Patient Registry	Workforce Recruitment	Medical School Learning Support	Organizational Capacity	Transformation Office
Description	Improve accuracy and management of unaffiliated patients in PEI through modernizing and automating the registry	Streamlining and redesigning Health PEI's recruitment processes	Preparing for the establishment of the new medical school and incorporation of a learning health system	Strengthening the ability of Health PEI to deliver on priorities through investments in the right skills and supports	Providing strategic advisory support, project management coordination, and capacity building
Key Highlights	<ul style="list-style-type: none"> <li>✓ Analyzed registry data; identified 6,476 records* (18%) with data quality issues that are potential candidates for removal.</li> <li>✓ Assessed registry processes, policy, and technology; 30% potential FTE time savings.</li> <li>✓ Patient Registry has been reduced from 38.7k to 35.0k based on affiliations and data quality so far.</li> </ul> <p>*In addition to ongoing HPEI registry clean-up</p>	<ul style="list-style-type: none"> <li>✓ Based on input, drafted current state process to validate understanding of recruitment process.</li> <li>✓ Shifted focus to future recruitment improvement opportunities.</li> <li>✓ Preparing interim improvements for managing physician applicants.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Conducted goal-setting &amp; planning workshop to align on workstream priorities.</li> <li>✓ Developing current state analysis of PEI medical education to inform integrated roadmap design.</li> <li>✓ Preparing for Visioning &amp; Planning workshop to align on health system priorities and work requiring co-design.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Met with ELT members to understand portfolios, challenges, and opportunities.</li> <li>✓ Conducting jurisdictional scan on best practices for high-performing health organizations.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Updated the Communications Plan to expand reach and increase feedback channels</li> <li>✓ Developed an integrated Transformation Roadmap to guide the journey ahead</li> <li>✓ Launching a "Pulse Check" initiative to monitor and drive progress on key milestones</li> </ul>

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	Patient Registry	PMH Operating Model	Workforce Recruitment	Medical School Learning Support	Organizational Capacity	Transformation Office
Description	Improve accuracy of patient management of unaffiliated patients in PEI through modernizing and automating the registry.	Developing methods to guide the planning and commissioning of new PMHs.	Streamlining and Visioning Health PEI's recruitment processes	Preparing for the establishment of the new medical school and incorporation of a learning health system	Strengthening the ability of Health PEI to deliver on priorities through investments in the right skills and supports	Providing strategic advisory support, project management coordination, and capacity building
Key Highlights	<ul style="list-style-type: none"> <li>✓ Analyzed registry data; identified 6,476 records with data quality issues that have potential for removal</li> <li>✓ Assessed recruitment processes, and technical potential for savings.</li> <li>✓ Patient Registry has been reduced from 38.7k to 35k on affiliation data quality</li> </ul>	<ul style="list-style-type: none"> <li>✓ Conducted site visits to observe PMH challenges and opportunities firsthand.</li> <li>✓ Collaborating with primary care managers to streamline PMH establishment/expansion.</li> <li>✓ Developing tactical end-to-end roadmap and recruitment plan for PMHs.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Based on input, refined current recruitment process to date</li> <li>✓ Improved understanding of recruitment process.</li> <li>✓ Refined focus to ensure recruitment process improvement opportunities.</li> <li>✓ Comparing interim improvements for managing physician applicants.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Conducted goal-setting &amp; planning workshop to align on workstream priorities.</li> <li>✓ Developing current state analysis of PEI medical education to inform integrated roadmap design.</li> <li>✓ Preparing for Visioning &amp; Planning workshop to align on health system priorities and work requiring co-design.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Met with ELT members to understand portfolios, challenges, and opportunities.</li> <li>✓ Conducting jurisdictional scan on best practices for high-performing health organizations.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Updated the Communications Plan to expand reach and increase feedback channels</li> <li>✓ Developed an integrated Transformation Roadmap to guide the journey ahead</li> <li>✓ Launching a "Pulse Check" initiative to monitor and drive progress on key milestones</li> </ul>



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	Patient Registry	PMH Operational Model	Workforce Recruitment	Medical School Training Support	Organizational Capacity	Transformation Office
Description	Improve accuracy and management of unaffiliated patients in PEI through modernizing and automating the registry.	Developing mechanisms to guide the planning and commissioning of PMHs	Streamlining and redesigning Health PEI's recruitment processes	Supporting the development of the medical school and integration of a new health system	Strengthening the ability of Health PEI to deliver on priorities through investments in the right skills and supports	Providing strategic advisory support, project management coordination, and capacity building
Key Highlights	<ul style="list-style-type: none"> <li>✓ Analyzed registry data; identified 6,476 records (18%) with data quality issues that are potential candidates for removal.</li> <li>✓ Assessed registry processes, policy, and technology; 30% potential FTE time savings.</li> <li>✓ Patient Registry has been reduced from 38.7k to 35.0k based on affiliations and data quality so far.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Conducted site visits to observe challenges and opportunities firsthand</li> <li>✓ Collaborating with primary care managers to streamline establishment of new PMHs.</li> <li>✓ Began developing tactical endgame roadmap and recruitment plan for PMHs.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Based on input, drafted current state process to validate understanding of recruitment process.</li> <li>✓ Shifted focus to future recruitment improvement opportunities.</li> <li>✓ Preparing interim improvements for managing physician applicants.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Conducted goal-setting &amp; planning workshop to align on key priorities.</li> <li>✓ Developing current state analysis of PEI medical education to inform integrated roadmap design.</li> <li>✓ Preparing for Planning &amp; Design workshop to align on priorities and work requiring co-design.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Met with ELT members to understand portfolios, challenges, and opportunities.</li> <li>✓ Conducting jurisdictional scan on best practices for high-performing health organizations.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Updated the Communications Plan to expand reach and increase feedback channels</li> <li>✓ Developed an integrated Transformation Roadmap to guide the journey ahead</li> <li>✓ Launching a "Pulse Check" initiative to monitor and drive progress on key milestones</li> </ul>

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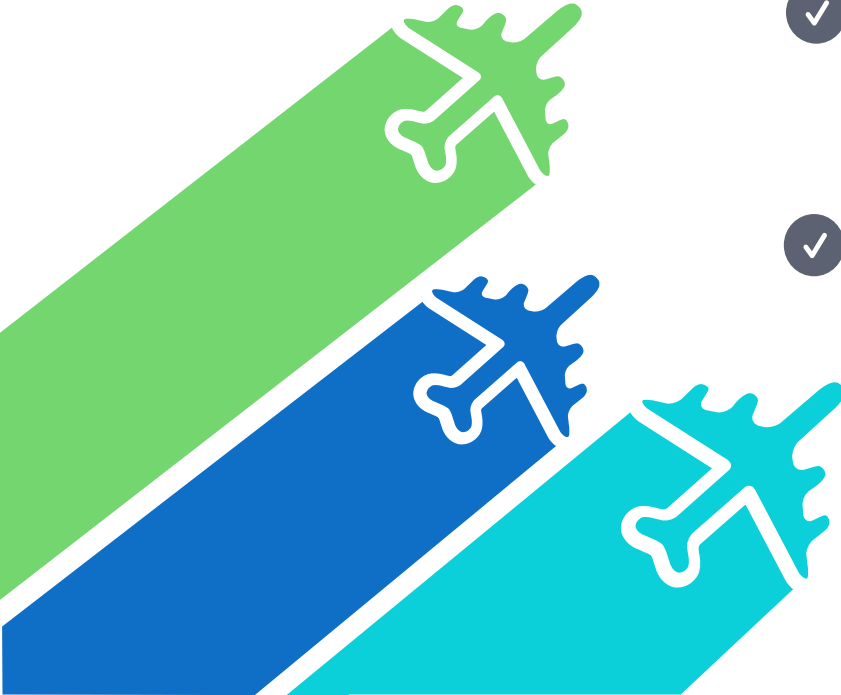
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# Next Steps

- ✓ **Facilitate Ongoing Engagement:** Continue to provide opportunities for engagement and input from leaders to help shape the transformation.
- ✓ **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?**





# Appendix



# Governance

