

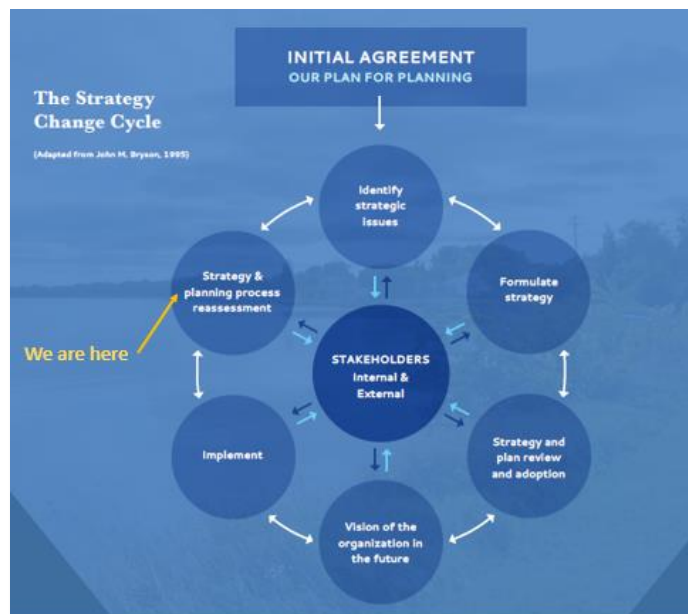
## Communication for Strategic Planning Partners

### November 4, 2021 Strategy and Planning Process Reassessment

We have distributed a request for strategic planning partners to reconvene and participate in the strategy and planning process reassessment of Interlake-Eastern RHA's Strategic Plan 2021-2026.

Planning partners were instrumental in helping to develop a strategic plan that we can all affirm reflects the health-care needs of people living in Interlake-Eastern RHA.

Progress to date includes the establishment and meeting of strategic steering committees for all six of our strategic goals. The regional health advisory council has been established and it has met to review the objectives of the steering committees.



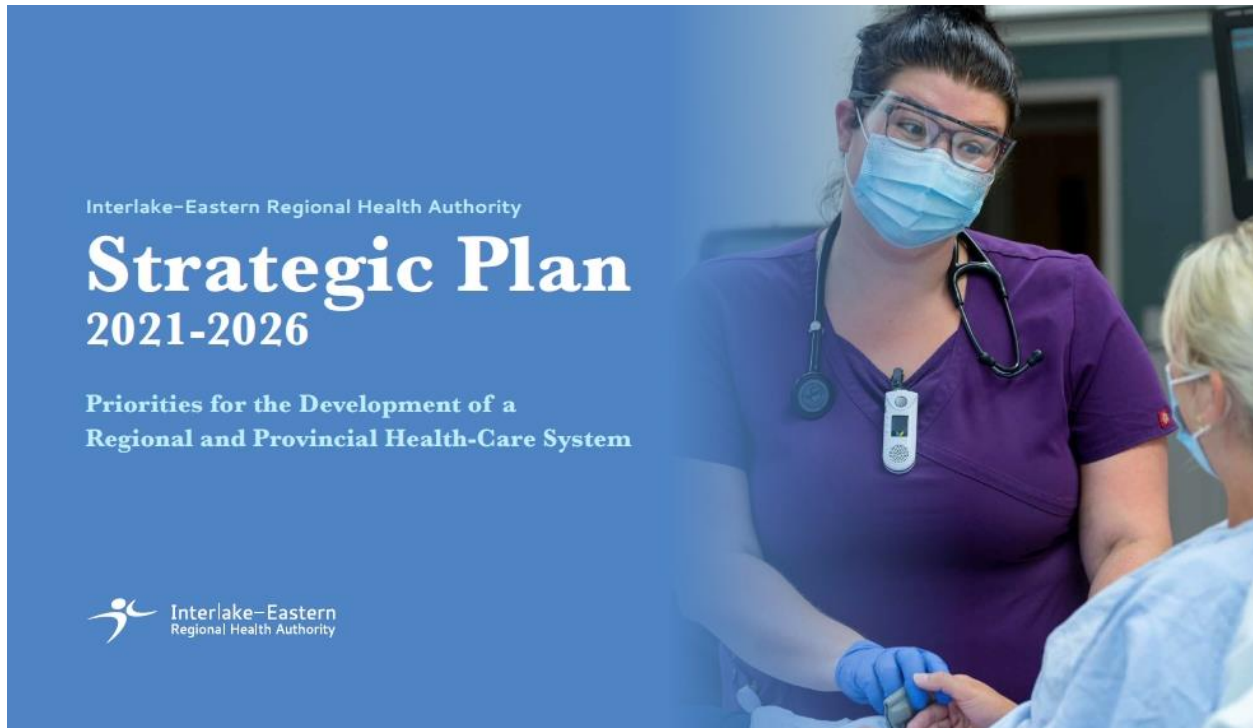
The meeting on November 4 presents the opportunity to report back and renew the strategy's direction. The goal is to review and evaluate work that has taken place in the past six months following the plan's implementation. This will be the first of annual planning sessions that will be conducted over the life of this strategic plan

During our planning days together, we shared the strategy change cycle (pictured) that we adopted to guide us through our planning and implementation process. This cycle has at its centre the engagement of planning partners. All steps in the planning process must engage health partners.

### Included in this package for your review and reference:

- *Interlake-Eastern RHA's Strategic Plan – 2021-26*
- *Our guiding statements and strategic goals*
- *Details on our newly established Strategic Steering Committees and Regional Health Advisory Council*
- *Indigenous health strategic pillars*
- *Guiding documents for health system transformation*

## Interlake-Eastern RHA's 2021-2026 Strategic Plan



Click the image above to view the web version of the Strategic Plan.

[Click here for the printable version.](#)

## Our Vision

We will be recognized as a trusted health-care partner, providing sustainable, accessible, integrated, evidence-based care to improve health status and outcomes in all of our communities and achieve health equity across the region.

Our vision defines health-care service delivery that people in Interlake-Eastern Regional Health Authority can expect to experience by 2026. Our planning partners identified the elements that were critical for inclusion in our vision

## Our Mission

We work in partnership with all stakeholders, contributing to the health and well-being of our communities, by providing timely access to reliable care in a culturally safe manner that respects diversity.

Our mission defines why we exist and what we do every day to achieve our vision.

## Our Values

### **Always with compassion**

We are approachable and treat everyone with dignity and kindness.

### **Success in collaboration**

We believe in the power of teamwork and working together.

### **Accountability in everything we do**

We are transparent and responsible.

### **Acting with integrity**

We act honestly and in the interests of our clients, patients, staff and volunteers.

### **Respectful of each other**

We listen to one another and together we care for people without judgement

Our values reflect the approach to care delivery that we want our patients, clients, residents, family members and community members to experience when interacting with our staff. They are foundational to an organizational culture that will support us in achieving our mission and vision.

## Our Strategic Goals

[Click here to go to this section of the Strategic Plan \(on page 18\).](#)

These goals will help propel us towards our vision. Within five years, Interlake-Eastern RHA residents can expect a stronger, more integrated health system. By putting these goals into action, Interlake-Eastern RHA will emerge better positioned to meet the health needs of our residents for today and in the future.



### 1. Integrated and coordinated health care

We will ensure our health system is integrated and coordinated between providers and patients.



### 2. Primary and community care transformation

We will provide a solid foundation of primary and community services and strive to make it easier for patients to move across the continuum of patient care.



### 3. Indigenous and vulnerable populations

We will work to improve access, health outcomes and reduce health disparities.



### 4. Mental health and addictions

We will work to improve access to community mental health and addictions services for adults, children and families.



### 5. Health human resources

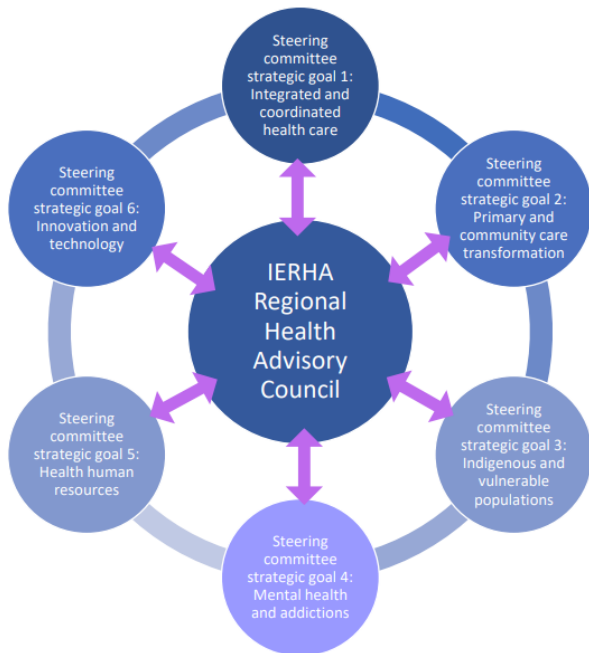
We will have a skilled and dedicated workforce of health professionals, support staff, volunteers and physicians.



### 6. Innovation and technology

We will endeavour to improve access, care quality and health outcomes through clinical best practices with a focus on innovation and technology.

## Regional Health Advisory Council



Interlake-Eastern RHA's Regional Health Advisory Council meets quarterly to collaboratively lead the development, implementation, and review of the IERHA strategic plan and health-care delivery in the Interlake-Eastern region. This council is a strategic partnership among Interlake-Eastern RHA, Manitoba Government, Shared Health, local government, Indigenous partners, community health partners, physician partners and members of the public. Feeding up into the Regional Health Advisory Council are six strategic steering committees.

## Strategic Steering Committees

We have established six strategic steering committees, one for every strategic goal identified in the strategic plan, that collaboratively plan, monitor, evaluate and report on the implementation and achievement of the strategic goal over the lifetime of the Interlake-Eastern RHA strategic plan. These committees meet nine times a year (or at the call of the co-chairs). They represent strategic partnership among Interlake-Eastern Regional Health Authority, community leaders and members of the public:

- IERHA Senior Leadership Team (Co-chair and deputy co-chair)
- A community member
- IERHA Board Liaison
- IERHA Executive/Operational Leaders
- IERHA CPSP Implementation Team member
- IERHA Physicians
- IERHA Staff
- Community Leaders (at least one Indigenous leader)
- Members of the Public

Click for the draft terms of reference for the: [Strategic Goal Steering Committees](#)

Strategic Steering Committees	Chair/Co-chair
<b>Steering Committee Strategic Goal 1:</b> Integrated and coordinated health care	Myron Thiessen, Regional Lead Medical Services and Chief Medical Officer / Marion Ellis, Regional Lead, Health Services – Public Health, Acute Care and Chief Nursing Officer
<b>Steering Committee Strategic Goal 2:</b> Primary and community care transformation	Myron Thiessen, Regional Lead Medical Services and Chief Medical Officer / Greg Reid, Regional Lead Health Services Community & Continuing Care
<b>Steering Committee Strategic Goal 3:</b> Indigenous and vulnerable populations	Marion Ellis, Regional Lead, Health Services – Public Health, Acute Care and Chief Nursing Officer / Greg Reid, Regional Lead Health Services Community & Continuing Care
<b>Steering Committee Strategic Goal 4:</b> Mental health and addictions	Greg Reid, Regional Lead Health Services Community & Continuing Care
<b>Steering Committee Strategic Goal 5:</b> Health human resources	Randy Dallinger, Regional Lead Human Resources
<b>Steering Committee Strategic Goal 6:</b> Innovation and technology	Dorothy Forbes, Regional Lead Corporate Services & Chief Financial Officer

## Indigenous Health Strategy – Four strategic pillars



### STRENGTHENING PARTNERSHIPS AND CONNECTIONS

- Ensure Indigenous partners to have ready access to IERHA leadership
- Introduce a sustainable and standardized approach to collaboration
- Involve Indigenous people in planning and implementation
- Infuse Indigenous presence in IERHA communication strategy



### PROVIDING A CULTURALLY SAFE ENVIRONMENT

- Ensure 100% participation in Cultural Competency training
- Increase Indigenous workforce representation
- Focus on retention of Indigenous staff
- Invite community to identify better ways to gather/act on Indigenous patient and families care and service feedback



### ADDRESSING HEALTH INEQUITY

- Establish measurable goals and close the gaps
- Identify and analyze health inequities and establish action plans to address
- Demonstrate recognition of the value of traditional healing practices
- Evaluate health inequities at community level, using community health assessment data or other collaborative processes



### IMPROVING MENTAL WELLNESS WITHIN A RECOVERY-ORIENTED APPROACH

- Identify current needs, priorities and gaps
- Include documenting current patient journeys
- Offer traditional healing practices recognizing the connection to culture, ceremony, language, food, spirit and land in the wellness journey
- Include specific cultural competency regarding mental wellness and trauma-informed practice training
- Align the Indigenous mental health strategy with regional, provincial and national strategies

## Interested in learning more about Indigenous Health?

[Interlake-Eastern Regional Health Authority Regional Indigenous Health Strategy - A Beginning for Future Consultation and Collaboration](#)

[Manitoba Centre for Health Policy - The Health Status of and Access to Healthcare by Registered First Nation Peoples in Manitoba](#)

## Guiding Documents for Health System Transformation

The following publicly available documents were referenced while creating the 2021-2026 Interlake-Eastern RHA Strategic Plan. We encourage you to explore them if you're interested in learning more about health care in this region and provincially.

### **The case for health system transformation**

Our health system is undergoing transformation. Every service delivery organization in Manitoba is participating in planning and contributing to the goal of an improved health-care system.

To understand the health-care transformation underway, it is important that we understand why we've chosen to contribute to changing health care for the better.

**We are spending more money but not seeing better health outcomes.** Between 2003 and 2016, health-care funding in Manitoba rose by 97 per cent. Despite these funding increases, Manitoba remains at or near the bottom of national rankings in a number of categories including waits for emergency department services and some diagnostic tests and surgeries.

**We have a highly complex and inefficient healthcare system.** Before transformation, we had more than 250 organizations delivering health care across the province. Work is underway to reduce redundancies, gaps and inconsistencies both in access and in standards of quality.

**Health care is focused on hospitals and emergency room care.** These care options are the most expensive to operate. Relying on them for all care needs contributes to longer wait times and fewer patients can be seen compared to a system with robust primary health care in place.

**The system is not focused on patients.** Despite all the money we have been spending and the complexity of our health-care system, Manitobans are not reporting better care than patients in other provinces. The Health System Transformation Program is guiding the thoughtful planning and phased implementation of broad health system changes aimed at improving the quality, accessibility and efficiency of health-care services province-wide. Interlake-Eastern RHA is contributing to the goals and objectives of the health system transformation program.

### [Health System Transformation - Blueprint for Change](#)

Manitoba's Health System Transformation Program Blueprint will guide the transformation journey and outlines the role of each health organization, the functions it will perform in the target state and how each will interact and connect to achieve a more aligned and responsive health system for Manitobans.

[Manitoba's Clinical and Preventive Services Plan - website](#)

This is Manitoba's first provincial plan for the delivery of health-care services. Here is a high-level look at the plan: [Manitoba's Clinical and Preventive Services Plan - Overview](#)

**Provincial Clinical and Preventive Services Planning for Manitoba (February 2017)** – complete report: [https://is.gd/MB\\_CPSPlanning](https://is.gd/MB_CPSPlanning)

Guidance for a health-care services plan that is evidence-based, sustainable, equitable and detailed.

**Manitoba's Quality and Learning Framework** <https://is.gd/MBQualityandLearningFramework>

Quality, safety and the development of a person-centred culture of care across Manitoba's health system are at the centre of efforts to increase the use of data and evidence to guide health planning, measurement and evaluation. Developed with the input of Manitoba clinical leaders and health-care providers, the Manitoba Quality and Learning Framework supports and enables the standardization of care through a provincial clinical governance approach across the province. The framework adopts leading practices from quality and patient safety legislation and frameworks in operation across the country and ensures their relevance to the delivery of care in Manitoba.

**Manitoba Mental Health and Addictions Strategy, Improving Access and Co-ordination of Mental Health and Addiction Services** <https://is.gd/MBMentalHealth> (March 2018)

Recommendations for improving access to and co-ordination of mental health and addictions services in Manitoba.

**Health System Sustainability and Innovation Review Phase 1** (January 2017)

<https://is.gd/KPMGPhaseOne>

**Health System Sustainability and Innovation Review Phase 2** (March 2017)

<https://is.gd/KPMGPhaseTwo>

KPMG's Health System Sustainability and Innovation Review was completed in two phases: Phase One – high-level recommendations for consideration; Phase Two – detailed work plans for the implementation of recommendations

**Wait Times Reduction Task Force Report** (November 2017)

<https://is.gd/MBWaitTimesReduction>

Emphasizes the interdependencies among emergency departments and emergency medical services, and timely access to primary care.

**Manitoba Emergency Medical Services System Review (March 2013)**

<https://is.gd/MBEMS>

Guidance and direction to develop a more integrated, responsive, reliable and sustainable EMS system.



**The following information was provided at the most recent strategic planning session. We are resending these links for your reference if you are interested in learning more on the following topics:**

#### **Community Health Assessment - 2019**

[Executive summary](#)

[Sommaire du rapport de l'évaluation de la santé de l'Office Régional de la santé d'Entre-les-Lacs et de l'Est 2019](#)

#### **Mental Health and Addictions**

[Improving Access and Coordination of Mental Health and Addiction Services: A Provincial Strategy for all Manitobans \(Virgo Report\)](#)

[Mental Health & Addictions](#) chapter of the Provincial Clinical and Preventive Services Plan as provided by the provincial clinical team

[Addictions Medicine in Interlake-Eastern Regional Health Authority: 3-year capacity building](#)

#### **CancerCare Manitoba**

[Roadmap to Cancer Control for Manitoba 2020](#)

[CancerCare Manitoba Roadmap Priorities](#) - summary