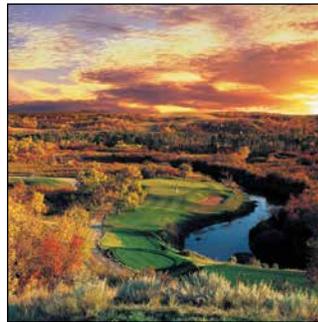


# Ministry of Health



## Plan for 2018-19

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# Statement from the Ministers



*The Honourable  
Jim Reiter*

*Minister of Health*



*The Honourable  
Greg Ottenbreit*

*Minister Responsible for Rural  
and Remote Health*

We are pleased to present the Ministry of Health's 2018-19 Plan.

Government Direction and Budget for 2018-19 is focused on keeping Saskatchewan On Track by controlling spending, delivering high quality services for Saskatchewan people, keeping our economy strong, and returning to balance in 2019-20.

The Ministry of Health is dedicated to achieving a responsive, integrated and efficient health system that puts the patient first and helps people achieve their best possible health.

The goal for the health system in 2018-19 is to improve care for Saskatchewan patients through better teamwork in hospitals and the community, and better transitions between these care settings.

The health system will improve team-based care in communities and reduce our reliance on acute care services. A team approach will help provide seamless patient care, reduce the length of hospital stays, and decrease the likelihood of readmissions to hospital. Our focus on patient care teams in hospitals will result in better communication tools for patients and providers, help to improve care transitions at shift change and at patient discharge, as well as integrate hospital care with community-based teams and services. These efforts are complementary to our work to advance a culture of quality improvement and safety, as well as ensuring appropriateness of care at all points in the health system.

The health system will continue to build on the work already underway to support the December 2017 amalgamation of the health regions. The next steps detailed in this Plan include strategies to help coordinate health care services across the province and reduce duplication.

Physicians will continue to play an active role in the management and governance of the health system through shared responsibility and accountability for health system performance. This is evidenced through the collaborative physician/executive dyad model of senior leadership now being employed in the new Saskatchewan Health Authority. The dyad model pairs physician leaders with Authority Vice Presidents and reflects the importance the province has placed on physician input into the creation of the Authority and the continuing work in this area.

We will report on the progress made on this Plan in the Ministry's 2018-19 Annual Report.

The Honourable Jim Reiter  
Minister of Health

The Honourable Greg Ottenbreit  
Minister Responsible for Rural  
and Remote Health

# Response to Government Direction

The Government of Saskatchewan is committed to keeping the province On Track through prudent fiscal management. We will succeed by spending wisely, supporting economic growth, and ensuring services are sustainable.

This focus will continue to advance Government toward the realization of Saskatchewan's Vision and goals.

## Saskatchewan's Vision

*".. to be the best place in Canada – to live, to work, to start a business, to get an education, to raise a family and to build a life."*

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Saskatchewan's Vision and goals provide the framework for ministries, agencies and partners to align their programs and services and meet the needs of Saskatchewan's residents.

All ministries and agencies will report on progress in their 2018-19 annual reports.

# Operational Plan

## Mandate Statement

Through leadership and partnership, the Ministry of Health is dedicated to achieving a responsive, integrated and efficient health system that puts the patient first, and enables people to achieve their best possible health by promoting healthy choices and responsible self-care.

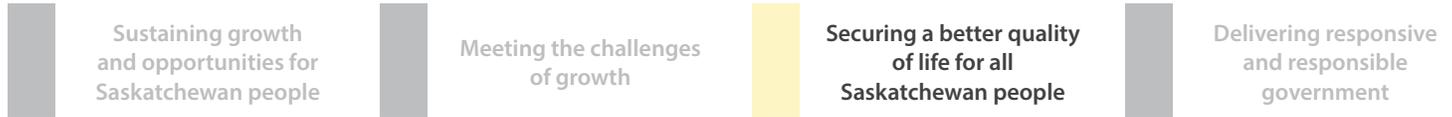
## Mission Statement

The Saskatchewan health care system works together with you to achieve your best possible care, experience and health.





## Government Goals



## Ministry Goal

Connected care for the people of Saskatchewan: Improve team-based care in communities and reduce reliance on acute care services.

## Performance Measure

### Emergency Department Waits

By March 31, 2019, achieve a 35% reduction in Emergency Department waits (2013/14 baseline).

## Strategy

Enhance team-based care in the community.

### Key Actions

- ⇒ Support the delivery of coordinated, team-based health care as close to home as possible.
- ⇒ Enhance access to care for individuals with the most complex needs.
- ⇒ Expand access to care in remote communities through use of technology.
- ⇒ Enhance health promotion efforts to support children and youth.
- ⇒ Enhance chronic disease management and prevention.
- ⇒ Improve palliative care services.
- ⇒ Expand urban Community Health Centres.

## Performance Measures

### Unnecessary Hospital Care Days

- ⇒ By March 31, 2019, reduce the number of days that patients are in hospital when they no longer require hospital care by 5%.

### Unnecessary Hospital Admissions

- ⇒ By March 31, 2019, reduce unnecessary admissions to hospital by 5%.

## Strategy

Enhance access to mental health and addiction services.

### Key Actions

- ⇒ Lead the inter-ministerial efforts to implement the Mental Health and Addictions Action Plan.
- ⇒ Expand mental health and addictions supports for children and youth.
- ⇒ Improve supports to individuals with severe and persistent mental health issues by establishing Community Recovery Teams.
- ⇒ Expand the use of technology in meeting the mental health needs of our residents by expanding the reach of online therapy.
- ⇒ In partnership with the Ministry of Justice, improve the response to individuals with crisis mental health needs through the



expansion of police and crisis teams (PACT).

⇒ Open the new Saskatchewan Hospital North Battleford.

## Performance Measure

### Benchmark Wait Times

⇒ By March 31, 2019, all individuals seeking service will be seen within the benchmark wait times in child and youth as well as adult outpatient mental health and addiction services.

## Strategy

Enhance team-based care in the hospital.

### Key Actions

- ⇒ Continue implementation of Accountable Care Units<sup>®</sup> in Regina and Saskatoon.
- ⇒ Spread key elements of team-based care in selected hospitals across the province.

## Performance Measures

### Length of Stay in Accountable Care Units

⇒ By March 31, 2019, achieve a 5% reduction in length of stay on newly created Accountable/Connected Care hospital units.

## Strategy

Ensure seamless patient care at all points in the health system.

### Key Actions

- ⇒ Integrate hospital care with community-based teams and services.
- ⇒ Develop standardized approaches to patient discharge and transition planning.
- ⇒ Implement medication reconciliation at admission to, and at discharge/transfer from, hospital.

## Performance Measure

### 30-Day Hospital Readmission Rate

⇒ By March 31, 2019, achieve a 5% reduction in 30-day hospital readmission rate.



## Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

## Ministry Goal

Create a health system culture that promotes patient and staff safety.

### Strategy

Advance a Culture of Quality Improvement and Safety.

### Key Actions

- ⇒ Implement the Provincial Health Care Safety Management System (SMS) (<https://www.saswh.ca/index.php/programs/healthcare-sms-basics-training>) province-wide by:
  - ⇒ Standardizing policies for the six elements of Safety Management System and sharing with all health care workers.
  - ⇒ Providing awareness and education to all health care workers for the first three elements of the Safety Management System.
- ⇒ Implement key quality care improvements in long-term care.

## Performance Measures

### Patient Safety

- ⇒ Improve overall long-term care resident and family experience ratings by 5% over 2016-17 ratings.
- ⇒ Reduce the use of anti-psychotic drugs in long-term care by 5%.
- ⇒ No increase in the rate of falls across the province.

### Staff Safety

- ⇒ By March 31, 2019, achieve a 5% reduction in Workers' Compensation Board claims.

### Strategy

Strengthen the health system's capacity for improving Appropriateness of Care in Saskatchewan.

### Key Actions

- ⇒ Deliver clinical quality improvement education program (CQIP).
- ⇒ Spread the CT/MRI Lumbar Spine Checklist to selected locations.
- ⇒ Develop and implement Pre-Operative Testing and Evaluation guidelines in selected locations.

## Performance Measure

### Agreed Upon Best Practices

- ⇒ By March 31, 2019, 80% of clinicians in select locations will utilize agreed upon best practices for ordering Lumbar Spine MRI and CTs and Pre-Operative testing.



## Strategy

Improve system-wide coordination and alignment of services.

### Key Actions

- ⇒ Begin integration of diagnostics services across the province.
- ⇒ Amalgamate key organizations into the Saskatchewan Health Authority.
- ⇒ Standardize data collection and analysis across the health system.

## Performance Measures

### Critical Incidents

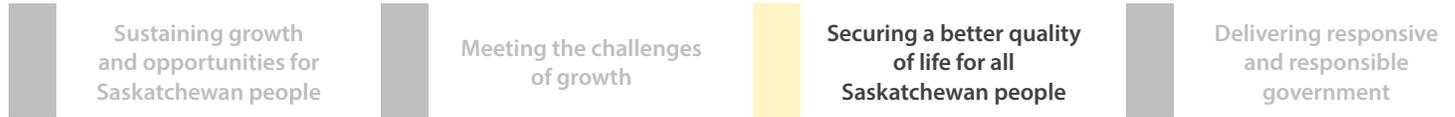
- ⇒ By March 31, 2019, align and improve the critical incident reporting and follow up process.

### Integration of Key Provincial Organizations

- ⇒ By March 31, 2019, integrate the Roy Romanow Provincial Laboratory and Physician Recruitment Agency of Saskatchewan (PRAS) into the Saskatchewan Health Authority.



## Government Goals



## Ministry Goal

Establish physicians as leaders in the health care system.

## Strategy

Enhance physicians' role in the management and governance of the health system.

## Key Actions

⇒ Co-develop a demonstration site for an improved model of care delivery with physicians and local administrators.

## Performance Measure

### Accountability Framework

⇒ By March 31, 2019, identify and define an evaluation and accountability framework and key performance metrics for the demonstration site.

# Highlights

The 2018-19 Budget invests a record \$5.36 billion for the Ministry of Health, an increase of 2.9 per cent from 2017-18.

Key investments in this year's health budget include:

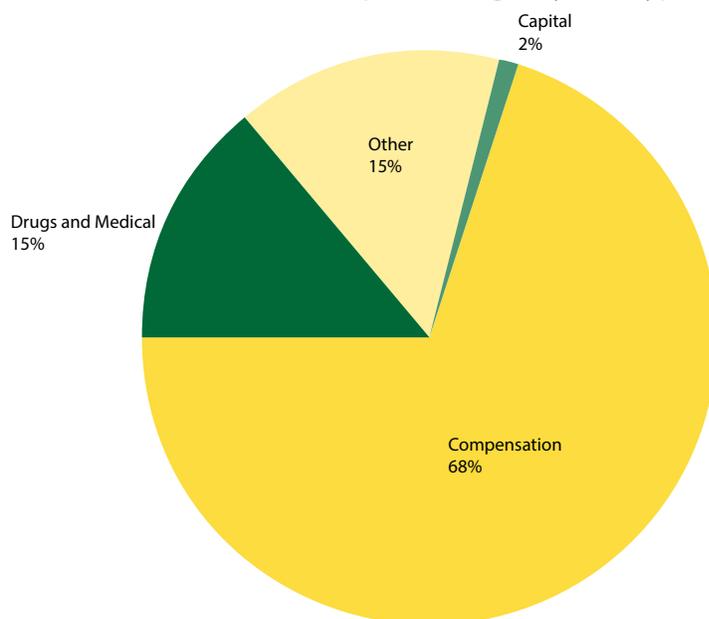
- ⇒ \$3.5B for the Saskatchewan Health Authority for operating funding and investments in targeted programs and services. This is a \$71.9M increase over total funding to previous Regional Health Authorities in 2017-18 and includes:
  - ↵ \$25M for general operations and service pressures.
  - ↵ \$19M of federal funding to support the provincial Connected Care strategy to improve access to team-based community health services and primary health care for patients who may be best served in a home or community setting.
  - ↵ \$16.8M for a phased increase of physician and operating capacity for the Jim Pattison Children's Hospital.
  - ↵ \$14.2M for operating and accommodations costs associated with the fall 2018 opening of Saskatchewan Hospital North Battleford.
  - ↵ \$11.4M of federal and provincial funding to improve mental health services, including services and supports for children, youth and families.
  - ↵ \$523K to establish a Universal Newborn Hearing Screening program to screen babies born in Saskatchewan hospitals for hearing loss.
- ⇒ \$170.4M to the Saskatchewan Cancer Agency to provide cancer care services to patients.
- ⇒ \$99.2M in capital funding, an increase of \$15.1M from 2017-18, which includes:
  - ↵ \$44.6M for capital maintenance;
  - ↵ \$20.8M for capital equipment;
  - ↵ \$20M for the final stage of construction of the Jim Pattison Children's Hospital, and an additional \$6.6M for the hospital's information technology needs; and
  - ↵ \$7.2M for electrical renewal at provincial hospitals.
- ⇒ \$49.4M in additional funding for increased use of physician services.
- ⇒ \$2.8 million for individualized funding for children with Autism Spectrum Disorder to provide parents with more flexibility to access a range of services that will best suit their child's individual needs.
- ⇒ \$600K increase to provide universal drug coverage for HIV medications.
- ⇒ \$50K for AIDS Saskatoon and an additional \$50K for Saskatoon's Westside Clinic to provide additional HIV supports.
- ⇒ \$250K increase to fulfil Government's commitment to the Canadian National Institute for the Blind to provide \$500K annually for vision loss rehabilitation services and equipment.
- ⇒ \$78K in additional funding for the Saskatoon-based Fetal Alcohol Spectrum Disorder Support Network to expand services and supports to families in the Regina area.

# Financial Summary

2018-19 Estimates	(in thousands of dollars)
Central Management and Services	9,489
Regional Health Services	3,794,970
Provincial Health Services	227,193
Medical Services and Medical Education Programs	939,988
Drug Plan and Extended Benefits	386,435
<b>Ministry Appropriation</b>	<b>5,358,075</b>
Non-Appropriated Expense Adjustment	212
<b>Ministry Expense</b>	<b>5,358,287</b>

For more information, see the Budget Estimates at: <http://www.saskatchewan.ca/budget>

Health's 2018-19 Expense Budget by Cost Type



## For More Information

Please visit the Ministry's website at <http://www.saskatchewan.ca/government/government-structure/ministries/health>