



DIAGNOSTIC SERVICES
MANITOBA

DSM Strategic Plan 2016-2021



Results That Matter

Provincial Strategic Plan for Diagnostic Services

2016-2021

Diagnostic Services Manitoba (DSM) is living up to its new role as Manitoba's provincial diagnostic health services organization, responsible for all of Manitoba's public laboratory services and for rural diagnostic imaging services.

With a team of over 1,700 dedicated medical, technical, laboratory, imaging and support staff providing services at more than 70 facilities across Manitoba, we are proud to be the province's leading provider of diagnostic services. *To view our facilities on a map, click on the link provided <http://dsmanitoba.ca/patients/location-hours/>*

Each DSM site is a point of access for patients to a comprehensive range of diagnostic testing in Clinical Biochemistry and Genetics, Hematology, Immunology, Microbiology, Pathology, Transfusion Medicine and Diagnostic Imaging.

Vital tests are conducted every day in our labs and imaging centres, providing the 'Results That Matter' to our patients and their physicians. Diagnostic results are integral to providing the right course of care for Manitoba patients with more than 75 per cent of treatment decisions based on the results of diagnostic testing.

History

DSM was created in 2002 to meet the challenges that the industry was facing at that time. Over the past several years, DSM has made great strides in the areas of standardization, technology, innovation and quality as well as in the areas of education, training and recruitment, maintaining a skilled workforce of technical, medical and scientific staff despite a growing national industry shortage.

Several fundamental tenets of DSM's strategic revitalization have focused on provincial leadership, collaboration and relationship building. This includes developing a culture from within for delivering patient-centred, high quality, efficient, effective, accessible and sustainable diagnostic services. Nowhere is this more evident than the lead role DSM has played in improving the cancer patient's diagnostic journey. Our main

collaborative key stakeholders are: Manitoba Health, Healthy Living and Seniors (MHLS), Health Authorities (HA), CancerCare Manitoba (CCMB), Canadian Blood Services, Cadham Public Laboratory, community/private laboratories, Winnipeg Health Authority and Brandon Diagnostic Imaging Programs, Departments and Department Heads in Medicine, Surgery and Family Practice.

DSM aligns its strategic planning process with Manitoba Health priorities and goals, identified provincial priorities for diagnostic services and identified organizational-level strategic priorities. See Table One for a list of our current strategies on page 6.

Our provincial model is unique to Canada with many other provinces now looking to DSM as a model for consolidation of their provincial or regional diagnostic services.

DSM's Philosophy

Collaboration and engagement are essential for DSM to fulfill its provincial role in diagnostic services.

DSM's Vision

To create a patient-first environment that provides quality laboratory and diagnostic imaging services supporting the health care needs of all Manitobans.

DSM's Mission

Provide a provincial leadership role in Medical Laboratory and Imaging Services for the province of Manitoba.

DSM's Declaration of Patient Values

We are committed to patient-centred care and the provision of innovative and collaborative diagnostic services with integrity and accountability.

Understanding the Environment of Our Business

In order to fully understand the environment from which DSM operates, the organization conducts environmental scans that are based on Service Profiles developed in collaboration with the HAs and CCMB. Service Profiles describe the level and type of diagnostic services required to meet the needs, as assessed by the HA, in planning and delivering health services for the region.

In addition to utilizing Service Profiles, DSM also regularly engages with various key stakeholders to ensure a better understanding of the needs and priorities for diagnostic services in Manitoba. Provided below is a snapshot¹ of the breadth of engagement processes that DSM participates in:

- Health Senior Leadership Council
- Provincial Medical Leadership Council
- Regional Health Authorities of Manitoba (RHAM)
- RHA Annual General Meetings and community engagements
- Regular meetings with academic and research partners
- Regular meetings with unions
- Cancer Patient Journey Steering Committee and Working Groups
- Diagnostics Imaging Committees and Working Groups
- Community Health Association meetings
- Western CEO Healthcare Forum and Diagnostic Working Group
- Program Review Council – Manitoba Quality Assurance Program

Issues and Challenges in Our Environment

- Increasing demand for laboratory services associated with population growth and more importantly, the increased aging and number of people with chronic conditions.
- The pace of technology innovation, challenging the health care system to adopt new developments and laboratories to provide the required capabilities - e.g. Point-of-care-technology (POCT).
- Global shortages of laboratory physicians, scientists and technologists.

¹ Highlights only; DSM participates in many other working groups either internally or externally.

- Evolving information technology supporting the communication of diagnostic information in a timely and efficient manner.
- Increasing expectations for service standards, performance measures and accreditation.
- Genomic technologies will revolutionize medicine by increasing the proportion of medicines aimed at the causes of disease rather than the symptoms.
- Aging infrastructure (HVAC, humidity control, aging lab and diagnostic imaging core infrastructure).

About the DSM Board of Directors

The DSM Board of Directors reports to the Minister of Health, Healthy Living and Seniors, who is the sole member of the corporation. Board membership is selected to maximize the skills and expertise from key clinical, scientific, operational and personnel areas. A complete list of DSM Board Members can be found on the DSM website at www.dsmanitoba.ca.

In partnership with the DSM Senior Management Team (SMT), an annual Board strategic planning session is held to lay out the high-level strategic direction for the organization upcoming year. Through its annual visioning and strategic planning sessions and through continuous discussions throughout the year, the Board has identified its 5 strategic priorities:

- ***Quality of Care and Patient Safety*** - *The Board will continue to strengthen its role in providing strategic direction to and appropriate oversight of DSM performance in the provision of patient focused quality care and in ensuring patient safety; the Board will consider quality and patient safety in all Board decisions; the Board will assess itself regularly on progress in quality and patient safety.*
- ***Accountability/Dashboard*** - *DSM Board prioritizes the development of a national-class accountability system which will include an informative dashboard of safety, quality and fiduciary metrics.*
- ***Provincial Leadership Diagnostic Services***- *The Board recognizes that DSM is uniquely positioned to provide leadership and drive innovation in diagnostics*

and to provide oversight and strategic direction to ensure consistency, coordination and integration of all diagnostic services across the province.

- **Engagement-** *To better understand and address the needs of DSM’s key stakeholders, the Board recognizes the importance of integrating an engagement philosophy that aims to generate and include feedback from staff, patients, families, providers and partners in the planning, delivery and evaluation of services offered by DSM.*
- **Sustainability** – *The Board will advocate for appropriate funding and ensure that DSM balances the provincial need for diagnostic services within the overall resources available to ensure a sustainable service going forward.*

DSM’s 2016-2021 Strategic Plan is in compliance with MHHLS Regional Strategic Plan Guidelines and Legislated Requirements and in alignment with MHHLS Vision, Mission, Priorities and Goals, and Provincial Health Objectives. Our plan is also reflective of the diagnostic service needs of our key stakeholders. The illustration below is an overview of DSM’s 2016/2021 three-pronged framework for strategic planning.

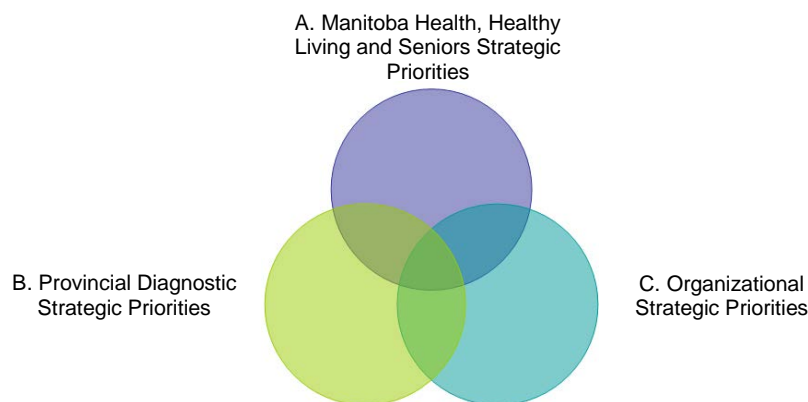


Table 1: DSM Provincial Diagnostic Strategies and DSM Organizational Strategies

| | |
|-------------------------------|---|
| A. Manitoba Health Objectives | A.1 – Cancer Patient Journey A.2 – Continuing Care A.3 – Wait Times/Access Strategy A.4 – Family Doctor for All: 2015 |
| B. Provincial Strategies | B.1 – Transfusion Medicine Services B.2 – Pathology Services B.3 – Microbiology Services B.4 – Integrated Laboratory Services (Chemistry, Hematology, Immunology) B.5 – Radiology and Diagnostic Imaging Services B.6 – Appropriate/Effective Use of Diagnostic Services B.7 – Genomics Strategy B.8 – Diagnostic Services for Aboriginals and First Nations |
| C. Organizational Strategies | C.1 – Enterprise Risk Management C.2 – Funding Model and Service Level Agreement C.3 – Information Systems and Information Management C.4 – Academics, Education and Training C.5 – Research Strategy C.6 – Strategic Workforce Plan C.7 – Procurement, Contracting, Materials Management and Transportation |

The 2016-2021 Strategic Plan is a continuation of the 2011-2016 Strategic Plan.

DSM’s Strategic and Operational Directions:

Strategic Direction: Cancer Patient Journey (DSM A.1)

Goal: *To develop and implement a plan for diagnostic systems process improvements for Breast Cancer, Colorectal Cancer, Lung Cancer, Prostate Cancer, and Lymphoma; and other cancers and disease types.*

To develop and implement similar pathways and improvement processes for all high risk cancer patients regardless of disease site in order to ensure their diagnostic procedures (Diagnostic Imaging/Pathology) are completed within the recommended timelines without sacrificing quality or negatively impacting turnaround times for non-cancer patients.

Operational Strategies: DSM will continue to take a provincial leadership role in diagnostics, engaging the various participants and coordinating efforts to identify opportunities for improvement, define diagnostic/clinical pathways including the recommended timeline, identify problem areas and develop/implement best

practice approaches that will have positive implications in the management of other disease groups:

- Complete Colorectal and Lung
- Prostate and Lymphoma
- Gynecological cancers, other cancers

Strategic Direction: Continuing Care Blueprint (DSM A.2)

Goal: *To understand the role of diagnostics amongst its partners in order for DSM to play a collaborative and supportive role in the planning and implementation of the “Advancing Continuing Care” blueprint in Manitoba.*

Operational Strategy: Identify issues and options for diagnostic services related to “The Blueprint”. Strategic Direction: Wait Times/Access Strategy (DSM A.3)

Strategic Direction: Wait Times/Access Strategy (DSM A.3)

Goal: *To develop and implement plans for decreasing barriers to receiving expedited radiology, pathology and genomics services*

- *Focus on improving wait times and access in Pathology within the Cancer Patient Journey strategic priority; pathology improvements for cancer will have broader improvement implications for all disease types (see B.2: Provincial Pathology Services).*
- *Develop and implement Provincial Genomics Strategy (see DSM B.7: Provincial Genomics Strategy).*
- *Address process improvements that will improve wait times and access to Diagnostic Imaging within the “Provincial Radiology and Diagnostic Imaging Strategy” (see B.5 Provincial Radiology and Diagnostic Imaging Strategy).*

Operational Strategies:

- DSM’s Strategic Workforce Plan has identified Sonographers as a high priority for recruitment. Plans have been put into place for increased training seats.
- Focus on improving wait times and access in Pathology within the Cancer Patient Journey and Provincial Pathology Services strategic plans.
- Address improvements in wait times and access to Diagnostic Imaging within the Provincial Radiology and Diagnostic Imaging Strategy.
- Address access and timeliness of results reporting for molecular testing within the Provincial Genomics Strategy.
- Continue to participate in WRHA Patient Flow improvement activities as requested.

Strategic Direction: Family Doctor for All (DSM A.4)

Goal: *To ensure diagnostic access and results information are taken into consideration when expanding the number of health providers; to understand the role of diagnostics within DSM, and amongst its partners, in order for DSM to play a collaborative and supportive role in the provincial FD4A-2015 strategic plan; and to ensure that the importance of diagnostics are recognized in strategic planning and included in implementation.*

Operational Strategies: DSM will continue to work with MHLS and the related professional groups to ensure capacity and access to diagnostic services for all family doctors and medical practitioners. Examples of such opportunities include:

- Diagnostics on a mobile healthcare bus.
- Point-of-Care-Testing in rural/remote Manitoba.
- Remote support for laboratory services (e.g. new technology allows test review and reporting remotely).
- First Nations and Aboriginal Diagnostics Strategy - Pilot and research (e.g. phlebotomy on reserve clinics, POCT).

Other Strategies include:

- Connecting the Primary Care branch of MHLS into provincial diagnostic strategies.
- Identifying issues and options for diagnostic services related to primary care networks and FD4A strategy (“My Health Team”).
- Developing and implementing the Provincial Strategy for Appropriate and Effective Use of Diagnostic Services; including POCT.
- Developing the Provincial Diagnostic Strategy for Aboriginals and First Nations.
- Developing the DSM Workforce Planning Strategy.

Strategic Direction: DSM B.1: Provincial Transfusion Medicine Services

Goals:

- *To provide comprehensive “vein-to-vein” Transfusion Medicine Services to all Manitobans.*
- *To develop a provincial organizational structure that supports the functional delivery of services in a collaborative way between all parties engaged in funding, monitoring, service delivery, and support of Transfusion Medicine Services in Manitoba.*
- *To develop evidence-based, Transfusion Medicine policies and procedures and to ensure they are consistently applied across Manitoba.*

Operational Strategies:

- Continue to support and develop Provincial and Regional Transfusion Practice Committees.
- Collaborate with Manitoba Bleeding Disorders and Blood Conservation Program.
- Develop Professional Development and Education Standards and Requirements.
- Restructure existing transfusion reaction reporting process.

Strategic Direction: DSM B.2: Provincial Pathology Services**Goals:**

- *To develop and implement a plan for the integration of pathology services in Manitoba.*
 - *Consistent standards across all pathology sites – policies and procedures; and*
 - *College of American Pathologists Accreditation for all pathology sites.*
- *To develop and implement a Medical Quality Assurance Program in Pathology.*
 - *Build on and enhance existing program;*
 - *Broad-based and ongoing participation amongst all pathologists in the development and improvement process for MQAP; and*
 - *Standardized diagnostic protocols.*

Operational Strategies:

The following items will form part of the operating strategies:

- Standardized, provincial standard operating policies at each pathology site.
 - a) Grossing and specimen preparation
 - b) Histology processing, cutting, staining
 - c) Special stains and procedures
 - d) Case distribution and assignment
 - e) Workload measurement
- Medical Quality Assurance Program.
 - a) Supported by new AP-LIS
 - b) Standardized diagnostic protocols
- Enhanced and additional technologies and testing for diagnosis (especially for cancer diagnoses).
- Efficiency improvements/Lean Projects.
- Provincial Autopsy and Forensic Pathology Services.
- Pathology Laboratory Information System.
- Synoptic Reporting.
- Digital Pathology Imaging.
- Medical Quality Assurance Program – LIS supported and enabled.

Strategic Direction: DSM B.3: Provincial Microbiology Services

Goal:

- *Continue to implement the provincial strategy for effective alignment of Microbiology services at designated regional sites to better support rural practitioners and patients.*

Operational Strategies: Taking a provincial leadership role in Microbiology, DSM will continue to work collaboratively with Cadham Provincial Laboratory, Gamma-Dynacare Medical Laboratories (GDML), and Unicity Lab (UL) to ensure quality and to rationalize testing where most efficient, effective, and sustainable while maximizing access for all Manitobans.

Strategic Direction: DSM B.4: Provincial Strategy for Integrated Laboratory Services (Chemistry, Hematology, Immunology)

Goals:

- *To build a strong, positive relationship of engagement and collaboration and to understand key system (integration) enablers:*
 - *multiple service deliverers and stakeholders; and*
 - *varied requirements (hospital, community, referred in/out need, STAT, POCT & urgent/routine testing).*
- *To develop and support guiding principles for all laboratory service providers:*
 - *Patient-Centred.*
 - *Accessible.*
 - *Integrated.*
 - *Reliable.*
 - *Sustainable.*
- *To coordinate drafting of a statement of roles and responsibilities, respective of both the varied requirements and guiding principles.*
- *To develop principles and provincial policy statements for POCT (see also DSM B.6: Provincial Strategy for Appropriate and Effective Use of Diagnostic Services).*

Operational Strategies:

- Collaborate with MHHS in evolving the strategic plan to reflect provincial priorities.
- Investigate opportunities for reassigning current contract management and funding and accountability oversight of community (private) laboratory work to DSM.

Strategic Direction: DSM B.5: Provincial Radiology and Diagnostic Imaging Services

Goal:

To work with our partners to outline a provincial strategy that ensures consistency and integration of radiology services across all jurisdictions within Manitoba.

Operational Strategies:

- Develop of a DI Medical Leadership model.
- Ensure that all DSM operations are either fully accredited, conditionally accredited or undergoing accreditation.
- Implement a provincial strategy for rural site optimization and service delivery enhancements.

Strategic Direction: DSM B.6: Provincial Strategy for Appropriate and Effective Use of Diagnostic Services

Goals:

- *To promote better and more affordable health care by continually and safely reducing the burden of unscientific, inappropriate, and unnecessary use of diagnostic tests and procedures.*
- *To redirect savings from unnecessary or inappropriate use of diagnostic services to promote better health care by introducing more efficient and effective diagnostic tests and procedures that provide improved access and shorter turnaround times, and contribute to a sustainable health care system.*

Operational Strategies:

Choosing Wisely is an internationally recognized campaign to reduce medically unnecessary procedures that has been endorsed in Canada by the Canadian Medical Association (Choosing Wisely Canada). It is supported in Manitoba by the Provincial Medical Leadership Council (PMLC). DSM has entered into a partnership with the George and Fay Yee Centre for Health Care Innovation (CHI) to develop, coordinate, and implement the Choosing Wisely recommendations.

DSM and CHI, working with PMLC, will advocate for broad-provincial engagement, continue to develop materials and processes for physician engagement and support physician leadership development.

Strategic Direction: DSM B.7: Provincial Genomics Strategy

Goal: *To develop an integrated, provincial genomics strategy (for Molecular Diagnostics and Cytogenetics), aligning initially with the Cancer Patient Journey (“In-Sixty”), but expanding outwards over a 3-5 year time horizon.*

Operational Strategies:

- Develop a Provincial Genomics Testing Advisory Committee (GTAC) to develop Manitoba's Provincial Genomics Testing Strategy in collaboration with key stakeholders.
- Plan, prioritize and implement molecular diagnostic tests in pathology (e.g. lung cancer EGFR).
- Introduce next generation sequencing into the clinical laboratory (e.g. BRCA1/2 and EGFR).
- Build relationships and develop clinical and research partnerships to transition testing to the clinical laboratory and develop funding opportunities and proposals.

Strategic Direction: DSM B.8 Diagnostic Services for Aboriginals and First Nations

Diagnostic services in Aboriginal and First Nations facilities are typically outside the scope and responsibility of DSM. In the majority of situations, diagnostic services are provided by DSM through DSM sites and HA facilities to Aboriginal and First Nations peoples.

DSM is working with its HA partners, First Nations Inuit Health Branch of Health Canada and with tribal health agencies to explore and implement alternative models of diagnostic services.

Operational Strategies:

- Explore a phlebotomy pilot site at The Beatrice Wilson Medical Clinic in The Pas.
- Contract for accreditation and management services for Norway House and Percy Moore.
- Explore options and opportunities and potential pilot sites for POCT in northern nursing stations.

Strategic Direction DSM C.1: Enterprise Risk Management

Goal: *Maintain an “accreditation ready” state at all times, which means a continual focus and monitoring to ensure employees are in compliance with DSM quality system requirements – Accreditation has now become a normalized part of “business as usual”.*

Operational Strategy: Develop a risk management plan with key stakeholders within DSM with a view to integrate those areas that already have some risk management activities and identify those that do not.

Strategic Direction: DSM C.2: Funding Model and Service Level Agreements

Goal:

- *The Service Level Agreements and funding model will support provincial initiatives for efficient and effective use, allocation of resources and optimal alignment of service delivery.*

Operational Strategies:

Implement a new funding model pending approval by MB Health:

- Includes Service Profiles detailing current service provisions;
- Mechanisms for service change and utilization management;
- Roles and responsibilities for each party to the agreement;
- Key Performance Indicators;
- Quality and Patient Safety indicators;
- Service levels and volumes indicators;
- Fiscal Accountability indicators; and
- Incremental funding for transition and ongoing expenses.

Strategic Direction: DSM C.3: Information Systems and Information Management

Goal:

To continually improve the quality, timeliness, and sustainability of the laboratory and imaging services, including financial systems, provided to Manitobans by:

- *Integrating with the upstream and downstream providers of patient care.*
- *Standardizing solutions across the province.*
- *Improving the flow of images and results.*
- *Delivering solutions and services efficiently.*
- *Enabling timely and meaningful financial reporting for management and the Board.*

Operational Strategies:

- DSM will continue to influence Information System and Information Management projects from a provider and patient value-added perspective. DSM will also promote and support initiatives with a provincial collaboration: e.g. evolving the currently separate Surgical and Pathology Synoptic Reporting projects into an integrated Synoptic Reporting solution, irrespective of clinical specialty.
- DSM will provide leadership and coordination in the development of a proposal for a province-wide, robust, user driven system for electronic “patient referral management system”.
- DSM will continue to pursue viable and cost-effective options for a Financial Management System.

Strategic Direction: DSM C.5: Research Strategy

Goals:

- *To develop a Research Strategy for DSM that will:*
 - *Provide support for research activities that are relevant to the services provided by DSM; and*
 - *Create research and innovation opportunities for DSM staff working independently or in collaboration with other researchers.*
- *To leverage DSM resources and expertise in collaboration and support of relevant research programs sharing the strategic direction of Research Manitoba and “Tri-Council”:*
 - *Focus on patients;*
 - *Focus on promoting world class excellence; and*
 - *Focus on fostering partnerships.*

Operational Strategies:

- Develop a high-level strategic direction for DSM research and innovation activities.
- Establish a DSM Research Advisory Committee.
- Build a DSM Research Support Office.
- Assess and consolidate existing research funds; develop principles for research funds.
- Increase grant funding for diagnostic related projects within Manitoba.
- Develop relationships with key research partners.
- Develop a proposal for a Provincial Biobank.
- Increase research revenue to support system improvements and reinvest in research and education.

Strategic Direction: DSM C.7: Diagnostics Procurement and Contract Management

Goal: *To continue to develop a non-binding-negotiated (NBN) process in partnership with the WRHA and Regional Health Authorities of Manitoba that directly benefits the HAs by providing more flexibility, lowering total costs of ownership, and simplifying logistics and contracting while providing a high-level and nationally recognized diligence to tendering and contracting standards.*

Operational Strategies:

- Increase standardization: Clinical Oversight Committee and Non-Clinical Oversight Committee.
- Monitor and increase use of Health Pro contracts.
- Explore and collaborate on opportunities for multi-RHA capital equipment and service contracts.

- Explore and collaborate on standardizing minor equipment purchases.

Strategic Direction: DSM C.4: Academics, Education and Training

Goals:

- *Provide efficient and effective support to Undergraduate, Graduate, Post-Graduate and Resident programs of the UoM.*
- *Work with Canadian educational institutions to provide cost effective training in specialty areas.*
- *Implement a comprehensive program of staff training for both technical proficiency and competence.*
- *Develop a leadership training program that adapts to identified needs.*
- *Deliver efficient clinical training programs that leverage a variety of teaching methods and relate to future needs.*

Operational Strategies:

- Develop a leadership program to address the learning and development needs of supervisors, managers, and directors to develop leaders of the future.
- Participate and support physician engagement and leadership programs in collaboration with other health and education programs.
- Coordinate DSM Academic Strategy with DSM Strategic Workforce Plan (see DSM C.6: Workforce Planning Strategy).
- Work with all education and training facilities and programs for clinical education and training.
- Support participation in a recognized accreditation program for the Pathology Assistants Program.
- Support the conduct of PhD Scientist internships: e.g. metabolics, genomics.

Strategic Direction: DSM C.6: Strategic Workforce Plan

Goal: To address current and future requirements in urban, rural and northern regions through the development of a workforce plan.

Operational Strategies:

DSM will continue to develop a detailed and strategic workforce plan for all diagnostic related professional categories:

- Physicians and Scientists
- Research and Academic component and “GFT” strategy
- Medical Laboratory Technologists
- Medical Radiation Technologists
- Ultrasound
- Support staff

- Corporate staff
- Provincial Laboratory Information System
- Radiology Information System and Picture Archive and Communications System

Performance Measures

Work is in progress to develop a Performance Management Strategy for the organization. Key components of the strategy will include Outcomes, Outputs and Key Performance Indicators. The Performance Management Strategy will be developed throughout the 15/16 fiscal year.

Capital Needs

DSM, with the concurrence of MHLS, determined that a capital development plan would be necessary to remedy deficiencies and position DSM to achieve its strategic and functional objectives. A copy of the full Functional Program has been provided to Manitoba Health and the Office of Chief Medical Examiner.