2015-2016 has been a year of service excellence and improvement with initiatives and accomplishments that demonstrate how DSM creates value in health care and how we are poised to continue improving quality with an eye toward creating a better health system for the future.

While diagnostics are often behind the scenes, they are a critical part of health care because doctors rely on test results to make diagnoses and treatment decisions. With ongoing scientific discoveries and technology enhancements, diagnostics can not only impact health outcomes for individuals, but they can contribute toward health system improvements and sustainability.

This all begins with DSM’s Board of Directors whose vision and guidance challenge DSM to constantly improve provincial operations, activities and planning. Under this leadership, and with the ongoing dedication of DSM’s staff, DSM has integrated services to operate a sustainable provincial model, decreased wait times for diagnoses, reduced test volumes, stabilized costs, invested in advanced technology and created strong quality management systems that have improved patient safety and quality of care.

At DSM, we are proud to provide the Results That Matter to you and your health care provider – no matter where you live in Manitoba. As we look toward the future, we are confident that DSM will continue to fulfill its leadership position for Manitoba in medical diagnostics. Together with our partners, we will maintain the patient-first environments necessary to support the health care needs of all Manitobans.

Arlene Wilgosh
Board Chair

Jim Slater
Chief Executive Officer

A Message for Our Community

Creating Value for All Manitobans

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

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

Our Mission
To provide a provincial leadership role in medical laboratory and medical imaging services for the Province of Manitoba.
Choosing Wisely Manitoba is a provincial initiative to improve health outcomes, patient and provider experiences, and health system efficiencies and sustainability.

In health care, as it is in life, More is Not Always Better. Unnecessary tests, treatments and procedures undermine our ability to provide care by potentially exposing patients to delays and even unintended harm. Unnecessary testing takes away resources from our health care system that are required for new and improved diagnostics. This issue is a global phenomenon with many jurisdictions beginning to realize the importance of appropriate testing guidelines and the need for information and leadership to help address the growing volume of test requests.

Alongside the George and Fay Yee Centre for Healthcare Innovation (CHI), DSM has been working to build momentum for Choosing Wisely. In 2015, Choosing Wisely Manitoba identified Manitoba’s priority initiatives and had significant impact on Manitoba’s health system by implementing changes. A significant success for CWM was the Appropriate Use of Vitamin D Deficiency Testing project.

Vitamin D deficiency testing in Manitoba has increased exponentially from approximately 5,000 in 2006 to 50,000 completed tests in 2015/16. Medical evidence, however, advises against routine testing. It is estimated that 90% of Vitamin D tests done in Manitoba are not medically necessary, representing up to $800,000 in unnecessary health care spending. With this in mind, CWM implemented new ordering criteria and a new requisition in early 2016 with initial data showing a significant decrease in the ordering of unnecessary tests. This is also improving service delivery for medically indicated and priority tests as well as making way for a redirection of resources to other diagnostic areas of need. The project exceeded its goal of a 50% reduction in vitamin D deficiency testing within the first month of implementation and achieved more than an 80% reduction within the first six months, representing more than $400,000 that can be redirected within one year of implementation.

Other priority projects for CWM include:

- Improving Preoperative Diagnostic Testing
- Reducing Unnecessary aPTT Testing
- Tissues for Disposal Only

To read more about these initiatives, visit Choosing Wisely Manitoba’s website at: choosingwiselymanitoba.ca
Creating Value for Manitobans:

In Sixty Cancer Patient Journey

Diagnostics play a critical role in the detection of cancer and its ongoing treatment, making DSM a key partner in the In Sixty Cancer Patient Journey (CPJ) initiative. The goal of this initiative is to reduce the time from suspicion of cancer to diagnosis to 60 days or less. To assist in the attainment of these goals, DSM’s CEO was the Executive Sponsor of the Cancer Diagnostic Working Group and sat on the CPJ Steering Committee. Several working groups have been working since 2014 to meet the established turnaround times for cancer diagnosis and following disease-specific pathways. DSM is pleased to announce that:

• DSM and partners have fully implemented a Direct Referral system for patients with suspected breast cancer, which shortens patients’ journeys through radiology and surgery for biopsies, along with an improved breast pathology requisition process for pathologists that saves time on consultations and improves turnaround times for diagnosis;

• Endoscopy sites in Winnipeg, Southern Health-Santé Sud and Interlake Eastern Regional Health Authority are now using a flagging system to identify patient cases with a high suspicion of gastrointestinal/colorectal cancer for fast-tracking pathological review in seven-days or less, leading to quicker diagnosis and, when necessary, treatment;

• Improvements have been made in the turnaround times for lung cancer diagnosis with the addition of a lung pathology specialist and workflow improvements, which has also led to a better understanding of the complexities of lung cancer diagnosis so that further improvements can be made to the pathways and targeted timelines; and

• DSM has built on the process for pathological review of lymphomas, which has significantly improved monitoring and follow-up of these cases, resulting in better patient care.

DSM has established a culture of continuous improvement within all levels of our provincial operations. DSM will continue to review processes and turnaround times and consider strategies and improvements that will benefit the cancer patient journey.

Provincial Transfusion Medicine Services

DSM has been assuming a greater clinical and operational role in Transfusion Medicine Services in Manitoba, contributing to better integrated services and improved blood product usage with savings to the health system. In fact, DSM’s leadership has reduced blood product wastage and unnecessary crossmatching, resulting in annual savings of over $1 million without any impact to patient services. In addition, Best Blood Manitoba, a collaborative online project between DSM Transfusion Medicine and the WRHA Blood Conservation Office, provides information and tools to health care professionals and the public to support Regulatory and Accreditation processes and ensures a vein-to-vein transfusion practice service that supports rational and safe transfusion practice for all Manitobans. In 2015, Best Blood was recognized at the Manitoba Patient Access Network Health Innovation Conference with an award for its efforts in Education and Training. Visit the Best Blood website at bestbloodmanitoba.ca.
Provincial Pathology Services

With DSM’s leadership, Manitoba will be the first province to implement a digital pathology system with a provincial approach and vision, which will enhance the process for pathologist consultations and result in better quality assurance by avoiding the hurdles and risks of physically shipping slides. Significant effort has gone into digital pathology and it is anticipated the initiative will be fully implemented in 2017, contributing to the efficiency, effectiveness and accessibility of DSM’s pathology services and expertise. DSM also helped to further build our pathology expertise by hosting the third Shaping the Future of Quality Improvements in Pathology Conference in September. The conference is a forum for innovation and process improvement within Manitoba’s provincial pathology system, as well as a continuing medical education opportunity for Manitoba’s pathologists. This year’s conference received positive feedback for the varied and relevant topics, engaging speakers and thought-provoking presentations.

Digital Mammography

Working alongside partners in the Digital Mammography Steering Committee, DSM played a lead role in bringing a truly coordinated approach to digital mammography for Manitobans this past year. This means that all providers across the province, whether public or private, are using the same technology. This enables digital images to be shared electronically throughout the province, eliminating the need to transport film images to radiologists and making expert consultation easier to access. Patients can also receive services closer to home and will receive equitable diagnostic services regardless of where they live. The ability to instantly obtain and share images will contribute to decreased wait times for diagnosis and, when cancer is suspected, additional images can be instantly acquired, decreasing the need for follow-up appointments, reducing stress and worry for patients and their families. Health care sites with the new integrated service include:

- BreastCheck and Mobile Breast Screening Program, CancerCare Manitoba
- Brandon Regional Health Centre
- Breast Health Centre
- Health Sciences Centre
- Boundary Trails Health Centre
- Thompson General Hospital
- Radiology Consultants of Winnipeg (RADCO)
- Manitoba X-Ray Clinic
2015/2016

**DSM Board of Directors:**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Position</th>
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<tbody>
<tr>
<td>Ms. Arlene Wilgosh</td>
<td>Chair</td>
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<tr>
<td>Dr. Hussam Azzam</td>
<td>VP Medical Services &amp; CMO, Northern Health Region</td>
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<tr>
<td>Dr. Pat Baker</td>
<td>Doctors Manitoba</td>
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<tr>
<td>Dr. Shaun Gauthier</td>
<td>Chief Medical Officer, Prairie Mountain Health</td>
</tr>
<tr>
<td>Ms. Jean Cox</td>
<td>Assistant Deputy Minister of Regional Programs and Services, Manitoba Health, Seniors and Active Living</td>
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<tr>
<td>Dr. Helmut Unruh</td>
<td>Surgery Lead, Department of Surgery, CancerCare Manitoba</td>
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<tr>
<td>Mr. Lee Manning</td>
<td>Executive Director, Manitoba Association of Health Care Professionals</td>
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<tr>
<td>Mr. Glenn McLennan</td>
<td>Chief Financial Officer, Winnipeg Regional Health Authority</td>
</tr>
<tr>
<td>Mr. Martin Montanti</td>
<td>Vice-President of Corporate Services, Southern Health-Santé-Sud</td>
</tr>
<tr>
<td>Mr. Ron Van Denakker</td>
<td>Chief Executive Officer, Interlake-Eastern Regional Health Authority</td>
</tr>
<tr>
<td>Dr. Paul Van Caeseele</td>
<td>Medical Director, Cadham Provincial Laboratory</td>
</tr>
<tr>
<td>Dr. Brock Wright</td>
<td>Senior Vice-President Clinical and Chief Medical Officer, Winnipeg Regional Health Authority</td>
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Financial Information is published in the 2015-2016 Annual Report to the Minister of Health available for download at:

dismanitoba.ca/about-dsm/reports-publications/