More is Not Always Better

Growing Momentum for Choosing Wisely

Unnecessary tests, treatments and procedures undermine patient care by potentially exposing patients to delays and even unintended harm and takes away limited resources from our health care system. The idea that ‘More is Not Always Better’ in health care forms the basis of Choosing Wisely, a campaign that is gaining momentum in North America, South America, the United Kingdom and Australia.

DSM has been working with the George and Fay Yee Centre for Healthcare Innovation (CHI) to build Choosing Wisely Manitoba over the last two years. A number of priority initiatives were identified in 2015 and have been implemented with success:

Improving Pre-Operative Diagnostic Testing: There are several tests performed on pre-operative patients without any medical necessity including electrolytes, TSH, PTT, creatinine, INR, glucose, CBC, iron indices, urinalysis and liver function, as well as X-rays. This project has created new guidelines and tools to reduce unnecessary pre-operative testing.

Appropriate Use of Fecal Occult Blood Testing (FOBT): FOBT tests have commonly been used to detect gastrointestinal bleeding when investigating anemia. However, the test was designed specifically to screen for colorectal cancer. Choosing Wisely Manitoba and DSM issued a practice change to restrict use of this test to its recommended purpose and will be following up with physician and patient education to support the change and follow more appropriate methods for investigating anemia.

Strengthening Medical Education and Practice: Resource stewardship is a central focus of the Choosing Wisely initiative. A project to better emphasize this concept within the University of Manitoba’s undergraduate medical education program was funded through DSM’s 2016 Summer Studentship program. The project resulted in the introduction of a variety of learning materials, including readings, interactive lectures, team-based learning sessions and online modules. Assessment of the impact of this project is ongoing.

Momentum for Choosing Wisely continues to grow with more and more clinical champions and projects. In addition to ongoing engagement efforts to create practitioner support, 2017-2018 will see additional areas of focus:

- Reducing the use of MRI scans for lower back pain
- Reducing unnecessary thyroid treatment and improving the appropriate use of thyroid related lab and imaging tests and procedures
- Appropriate use of prostate specific antigen (PSA) testing
- Antimicrobial stewardship

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

Financial Information is published in the 2016-2017 Annual Report to the Minister of Health available for download after September 30, 2017 at: dsmanitoba.ca/about-dsm/reports-publications/
A Message for Our Community

Supporting Change and Delivering Results

The 2016-2017 fiscal year saw the beginnings of the most significant change that has ever occurred in Manitoba’s health care system. With growing concern for sustainability of health services and a quest for solutions to increasing demand, health care in Manitoba is undergoing a fundamental transformation. Throughout the planning, announcements and implementation of changes, DSM has supported its partners and continued to provide a high-quality diagnostic service for all Manitobans while looking for ways to improve service in the future.

We know that during this time of change, Manitobans and their physicians are still looking to us to provide the Results That Matter, the results that are necessary for making diagnoses and treatment decisions. In 2016-2017, DSM’s service excellence and improvement initiatives continued. Our accomplishments and successes demonstrate commitment, expertise and determination to positively impact not only individual health outcomes but also the sustainability of health services.

This commitment, expertise and determination begins with each individual on DSM’s Board of Directors. Their vision and guidance drive DSM to improve provincial operations, activities and planning while ensuring that we remain focused on the patients we serve. Under the Board’s leadership, DSM has integrated services to operate a sustainable provincial model, decreased wait times for diagnoses, reduced test volumes and waste, stabilized costs, invested in technological advancements and created strong quality management systems that improve 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 to the future, we can confidently say that diagnostic services in Manitoba are being provided by talented and dedicated individuals who will maintain the patient-first care needs of all Manitobans in a sustainable manner.

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.

A more detailed overview of accomplishments is available in our Annual Report to the Minister of Health, which is available after September 30, 2017 at dsmanitoba.ca/about-dsm/reports-publications.

Select Accomplishments: Ongoing Diagnostic Service Excellence

Integrated Provincial Diagnostic Services

Integrated Provincial Diagnostic Services, which includes Chemistry, Hematology and Immunology, introduced a number of initiatives in 2016-2017 that have improved efficiency and effectiveness of provincial operations and contributed to significant savings for the health system. For instance, DSM improved service to patients and created savings by centralizing and consolidating several routine Chemistry tests at Health Sciences Centre and St. Boniface Hospital that had previously resulted in back-up at community sites. Likewise, in hematology, DSM improved system efficiency by centralizing routine coagulation tests and implementing a new technology for urgent and emergent tests.

Provincial Radiology and Diagnostic Imaging Services

DSM provided a coordinating role in the development and implementation of a provincial strategic plan for the delivery of radiology services that, until recently, were done independently by DSM, Winnipeg Regional Health Authority and Prairie Mountain Health Authority. These organizations now collaborate on multiple committees and initiatives that review technology, equipment, practice, accreditation and other operational requirements. In 2016-2017, DSM was also pleased to prepare for the implementation of MRI in Selkirk, bringing this technology closer to home for patients living in IERHA and contributing to an increased provincial appointment capacity that will help to reduce MRI wait times. In addition, DSM installed state-of-the-art X-ray equipment at the Dauphin Regional Health Centre.

Provincial Pathology Services

Strengthening diagnostic quality systems and improving effectiveness and efficiency is a key priority. This year, DSM welcomed one of its pathologists to the new role of Pathology Quality Director to lead a Quality Assurance Program specific to pathology services in Manitoba, which will strengthen the overall quality foundation within the discipline. DSM’s Pathology Services also improved efficiency and effectiveness by discontinuing automatic ordering and testing for a number of pathology procedures that are not medically indicated and provide no value to clinical management and patient care. A Lean project in cytology focused on testing processes for gynecological specimens to eliminate duplicate screening and unnecessary transfers, effectively streamlining workflow and improving turnaround time for cervical biopsy correlation cases.

An Integrated Canadian Genomics Strategy

Genomics is a scientific innovation in health care that can increase positive outcomes for patients by improving healthcare delivery with more effective treatments, more predictable in treatment outcomes, more efficient use of resources and earlier detection and even prediction of future diseases and potential interventions. Genomics uses genetic information on a case-by-case basis to create Personalized Medicine for patients. Increasing demand for costly and difficult Genomics tests, not just in Manitoba but across health jurisdictions, requires a careful and well-planned response.

In 2016, DSM, CancerCare Manitoba and the Winnipeg Regional Health Authority assumed leadership in developing an integrated provincial strategy for Genomics Testing and Personalized Medicine that uses an evidenced-based and business case approach to conduct evaluations and implement tests. The purpose of the Provincial Genomics Testing Advisory Committee (P-GTAC) is to:

- Evaluate genomics related tests and make recommendations
- Make recommendations about what tests should be funded and whether they should be made available in Manitoba or referred out to other qualified laboratories
- Provide advice on the availability and potential impacts of new and emerging genomics related tests and technologies

In addition to providing leadership to build a strategy for Personalized Medicine in Manitoba, DSM has had operational achievements in Genomics. The latest technology in Genomics, called Next Generation Sequencing, was implemented in June 2016. Testing for hereditary breast and ovarian cancer was improved using NGS and turnaround times were significantly reduced in spite of more tests. DSM also completed the validation of several specialized tests for lymphomas that use expertise from genomics, pathology and hematology that are critically important for selecting appropriate treatment options. Finally, DSM’s Genomics team has been evaluating technologies that would allow them to test for several varieties of tumours simultaneously. With plans to roll out this service in 2018, it is anticipated that DSM will offer improved turnaround times for cancer patients at a lower cost.

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