

Ministry of Health



Plan for 2019-20

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Statement from the Ministers



*The Honourable
Jim Reiter*

Minister of Health

We are pleased to present the Ministry of Health's 2019-20 Plan.

Government Direction and Budget for 2019-20 is focused on *The Right Balance* for Saskatchewan. We're returning to a balanced budget with sound fiscal management while keeping taxes low, supporting economic growth and ensuring quality government programs and services for people and businesses in Saskatchewan.

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

The goal for the health system in 2019-20 is to better connect people with the right care in the right setting whether in physician offices, in the community, or in health system facilities.



*The Honourable
Greg Ottenbreit*

*Minister Responsible for Rural
and Remote Health*

Establishing health networks across the province will improve team-based care in communities, reduce reliance on acute care services, and better serve residents closer to home. Investments in mental health and addictions services – including hiring more mental health professionals, expanding treatment beds, and providing more community residential supports – will ensure more residents have access to services when and where they need them. Opening the Jim Pattison Children's Hospital in 2019-20 will expand acute care capacity in the province and advance the goal of providing all citizens with the best possible care. Working toward standardized approaches to discharge planning is expected to result in more seamless transitions between hospital and community care settings.

Leadership, partnership and collaboration, particularly with our physician leaders, will help guide this system-wide coordination and alignment of services as we continue to focus on patient and staff safety and appropriateness of care.

We will report on the progress made on this Plan in the Ministry's 2019-20 Annual Report.

Response to Government Direction

The Government of Saskatchewan is committed to having *The Right Balance*. We will continue to carefully manage spending and focus on government priorities, such as competitive taxes, investments in economic growth and providing programs and services that meet the needs of Saskatchewan people and businesses.

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 2019-20 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.

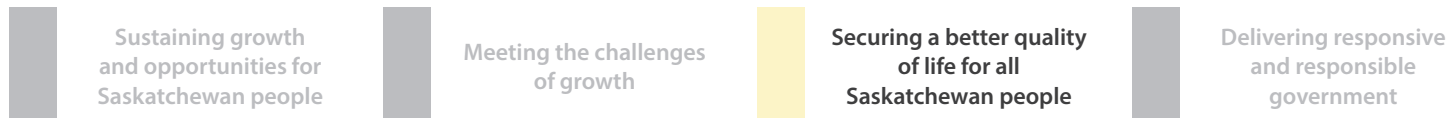
Mission Statement

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

Establish collaborative teams of health professionals, including physicians, and community partners to provide fully integrated services to meet the health needs of individuals and communities, reducing reliance on emergency and acute care services.

Strategy

Improve team-based care in the community: Citizens get the health care they need sooner, in or closer to their homes, thereby reducing visits to emergency departments.

Key Actions

- In partnership with local physicians, patients, families, and communities, establish health networks across the province.
- Co-locate existing community-based teams that provide access to every day health services to one location in Estevan, Preeceville, Maidstone, La Loche/Green Lake, North Battleford, and Nipawin.
- Expand community health centres and enhance team-based community care in Saskatoon and Regina.
- Open a 15-bed palliative care hospice in Saskatoon.
- Expand partnerships to improve breast and colorectal cancer screening programs in the province.

Performance Measures

Emergency Department Waits

By March 31, 2020, there will be a reduction in emergency department wait time measures of physician initial assessment and length of stay for admitted patients in Prince Albert, Regina and Saskatoon.

Avoidable Hospital Care Days

By March 31, 2020, there will be a provincial reduction in avoidable hospital care days (ALC days).

Avoidable Hospital Admissions

By March 31, 2020, there will be a provincial reduction in avoidable hospital admissions.



Strategy

Improve mental health and addiction services: Continue to address recommendations in the Mental Health and Addictions Action Plan, ensuring that Saskatchewan residents have improved access to services from the right mental health and addictions professional at the right time and in the right location.

Key Actions

- Enhance mental health and addictions supports by hiring more mental health professionals.
- Improve supports to individuals with severe and persistent mental health issues including expanded residential supports.
- Enhance the continuum of addictions services including expanded treatment beds and additional pre and post-treatment care.
- Expand the provincial response to the use of opioids and crystal methamphetamine by creating awareness, reducing stigma, expanding supports to patients and families and developing clinical best-practice support for health professionals.

Performance Measures

Readmission Rates

By March 31, 2020, 30-day inpatient readmissions for individuals admitted with a primary mental health related diagnosis will be reduced.

Admission Rates

By March 31, 2020, the number of mental health presentations to the emergency departments in Prince Albert, Regina and Saskatoon where the patient is not admitted, will be reduced.

Access to Opioid Substitution Therapy

By March 31, 2020, the number of Opioid Substitution Therapy prescribers will be increased.



Strategy

Enhance team-based care in hospital and ensure seamless patient care at all points in the health system: Citizens receive the best possible hospital care in the most appropriate location when needed, and are transitioned to community alternatives when appropriate.

Key Actions

- Enhance hospital care to Saskatchewan children and youth by opening the Jim Pattison Children's Hospital.
- Begin the multi-year implementation of the Maternal Child Service Delivery Model of Care to strengthen services provincially and delivered locally when and where appropriate.
- Establish an approach and begin to standardize best practice discharge planning in Prince Albert, Regina and Saskatoon.
- Establish a standard approach to improve the transitions in patient care.
- Implement processes and communication strategies to ensure organ donation coordinators and physicians are aware of an individual's intent to donate.

Performance Measures

Hospital Readmission Rate

By March 31, 2020, achieve a provincial reduction in the 30-day hospital readmission rate.

Organ Donations

By March 31, 2020, increase Saskatchewan's organ donation rate to 18 donations per million population.



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

Deliver safe and high quality health care

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

Strategy

Enhance the culture of safety and continuous improvement: Advance health system safety and quality by promoting a safety culture and improving systems, processes and services to be safe and reliable.

Key Actions

- Continue to build capacity in our people through awareness, training and tools to improve safety and quality.
- Progress strategies to improve patient safety in areas of high risk including patient falls and medication safety.
- Progress strategies to improve staff safety in areas of high risk including reducing the rate of musculoskeletal injuries.
- Establish the baseline health system safety culture score to help inform priorities for improvement in 2020-21.
- Develop a framework and plan for addressing violence in the health system.

Performance Measures

Falls Causing Harm

By March 31, 2020, the rate of falls causing harm in the health system will be reduced by 5%.

Medication Reconciliation

By March 31, 2020, using a collaborative interdisciplinary approach, completion of medication reconciliation at care transition points will increase by 15%.

Workers' Compensation Board Claims

By March 31, 2020, Workers' Compensation Board claims will be reduced by 5%.



Strategy

Strengthen appropriateness of care: Improve appropriateness of care in Saskatchewan to ensure that patients receive evidence-informed, high quality care with the optimal use of resources.

Key Actions

- Increase physician involvement in clinical quality improvement through education and training.
- Reduce unnecessary testing, treatments and procedures through targeted actions and increased awareness among clinicians, patients and the public in collaboration with patient and family advisors.

Performance Measures

Quality Improvement Projects

By March 31, 2020, five new clinical quality improvement projects will align with health system strategic goals and priorities.

Diagnostic and Prescribing Practices

By March 31, 2020, three provincial departments will have baseline variation of practice metrics for defined diagnostic usage or prescribing practice.

Strategy

Improve cultural responsiveness in the health care system: Improve the ability of individuals and systems to respond respectfully and effectively to Indigenous peoples, in a manner that preserves their dignity, in order to improve access to services, quality of care, and health outcomes.

Key Actions

- Develop a formalized, meaningful, and continuous engagement process with Indigenous communities, leaders, and agencies.
- Continue systematic, ongoing cultural responsiveness training for Saskatchewan Health Authority staff and leadership.
- Engage Métis citizens on Saskatchewan Health Authority implementation of the Cultural Responsiveness Framework.
- Develop a traditional foods pilot program and implementation strategy.
- Establish an Indigenous Birth Support Worker program in Saskatoon.

Performance Measures

Cultural Responsiveness Training

By March 31, 2020, 50% of new Saskatchewan Health Authority staff will have completed cultural responsiveness training.

Establishment of Ceremonial Rooms

By March 31, 2020, two ceremonial rooms will have been created, one each to be located in Prince Albert and Saskatoon.



Government Goals

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Ministry Goal

Establish physicians as leaders in the health care system

Strategy

Enhance physicians' role in the management and governance of the health system: Physician knowledge and experience is essential to improve the design and delivery of health care services, and to promote shared accountability for health system performance.

Key Actions

- Establish a Medical Leadership Structure enabling physicians to actively drive health care integration and coordinated care for patients.
- Develop a demonstration site including a new physician organizational structure that supports shared accountability with physicians and enables joint stewardship within the health system.

Performance Measures

Establishment of Health Networks

By March 31, 2020, family physicians will be leaders in the establishment of health networks with each network having a designated family physician lead working in partnership with an administrative leader.

Physician Organizational Structure

By March 31, 2020, create a physician organizational structure and contractual accountability framework for the demonstration site.



Government Goals

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Ministry Goal

Improve system-wide coordination and alignment of services

Strategy

Integrate business systems and delivery of health services: Integrated business systems and standardized processes will enhance effectiveness and ensure Saskatchewan residents experience high quality care across the province.

Key Actions

- Standardize processes to better manage financial, human resource and supply chain capital to the benefit of patients, employees and vendors.
- Achieve greater coordination and consistency of Emergency Medical Service delivery through implementation of new performance-based contracts and related service provisions.
- Coordinate tertiary acute care services to reduce duplication and variation, and improve consistency and quality of service delivery.
- Expand access to the Citizen Health Portal which aims to provide Saskatchewan citizens with access to their personal health information online.
- Improve health care providers' access to appropriate clinical information in a timely manner to support informed clinical decision-making by adding more patient health care data to the electronic health record.

Performance Measures

Business System Integration

By March 31, 2020, Phase 1 of business system integration will be complete.

Electronic Access to Health Records

By March 31, 2020, 10% of Saskatchewan residents will have electronic access to their health record.

Integration of Physician Office Information

By March 31, 2020, improvements in the integration of physician office information systems will allow physicians to electronically share clinical information with other members of the patient's care team working throughout the health system.

Highlights

2019-20 Budget Highlights:

- **\$3.6B for the Saskatchewan Health Authority (SHA)** for operating funding and investments in targeted programs and services. This is a \$113M increase over 2018-19. Highlights include:
 - **\$20.7M** for general operations and services;
 - **\$23M** for operating funding associated with the opening of the new Jim Pattison Children's Hospital;
 - **\$1.6M** additional federal funding to continue to expand the Connected Care Strategy which has a focus on team-based care in community settings as well as a stand-alone 15-bed palliative hospice in Saskatoon;
 - **\$700K** to establish satellite dialysis services in Meadow Lake to better serve residents in the northwest; and
 - **\$558K** for organ donor programs and development of a provincial organ donor registry.
- **\$177.9M** to the Saskatchewan Cancer Agency, an increase of **\$8M** to provide cancer care services.
- **\$103M in capital and equipment funding.** Highlights include:
 - **\$12M** for construction of **Meadow Lake long-term care facility**;
 - **\$5M** to be divided between **Prince Albert Victoria Hospital** and **Weyburn Hospital** to advance preconstruction design;
 - **\$77.7M** in capital maintenance and equipment; and
 - **\$8.3M** for continued electrical renewal at provincial hospitals.

The Ministry of Health is investing almost **\$402M** in **mental health and addictions** supports and services, an increase of nearly **\$30M**. Funding will support more beds, more counselling, more mental health and addictions workers and better access to services. Investments include:

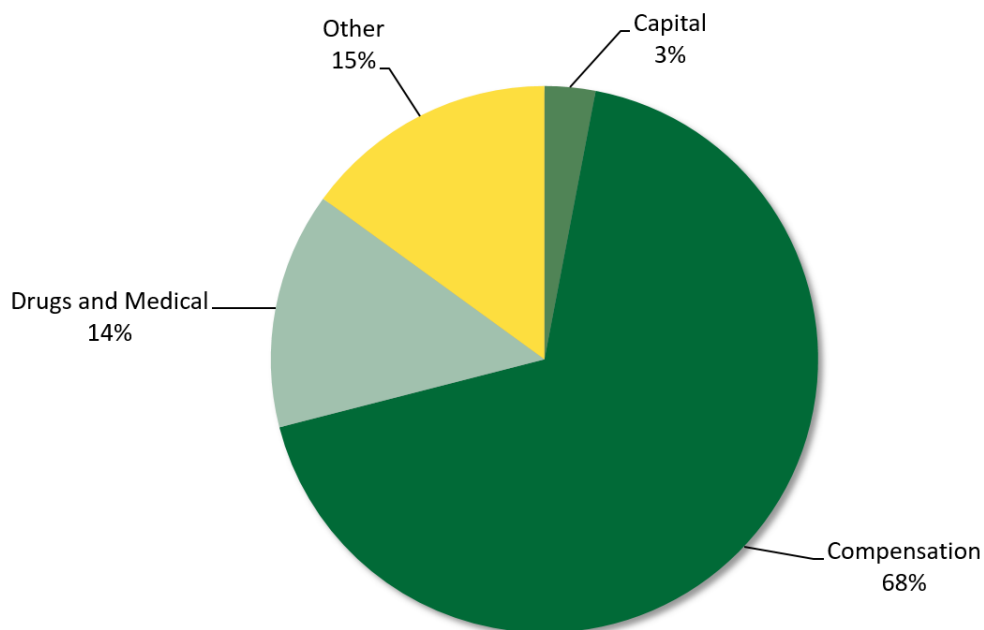
- **\$13.7M** to support the new Saskatchewan Hospital North Battleford;
- **\$8.4M** for more mental health and addictions beds;
- **\$1.6M** to launch three Rapid Access to Addiction Medicine (RAAM) clinics in Regina, Saskatoon and Prince Albert;
- **\$1.5M** to make the Mental Health Assessment Unit in Saskatoon a permanent short stay unit for up to seven days;
- **\$1.4M** to train and recruit more health care providers to treat opioid and crystal meth addictions; and
- **\$1.1M** to hire more staff to serve children and youth with mental health issues.

Financial Summary

2019-20 Estimates	(in thousands of dollars)
Central Management and Services	9,719
Saskatchewan Health Services	3,970,488
Provincial Health Services and Support	228,513
Medical Services and Medical Education Programs	948,911
Drug Plan and Extended Benefits	396,461
Ministry Appropriation	5,554,092
Non-Appropriated Expense Adjustment	179
Ministry Expense	5,554,271

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

Health's 2019-20 Expense Budget by Cost Type



For More Information

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