Building and Accelerating Implementation at Health PEI

Update for Standing Committee - Surgical and DI Backlog/Wait Times and Memorial Regional Campus at UPEI and PMH

January 22, 2025

Health PEI

Surgical and Diagnostic Imaging Backlog/Wait Times

Health PEI

Introduction: Surgical and Diagnostic Imaging Wait Times in Canada

- Surgical and Diagnostic Imaging wait time challenges
- Long wait times can affect patient health and delay treatment
- Systemic Impact
- Imaging is one set of diagnostic tools used along a treatment path
- Improving access requires investments

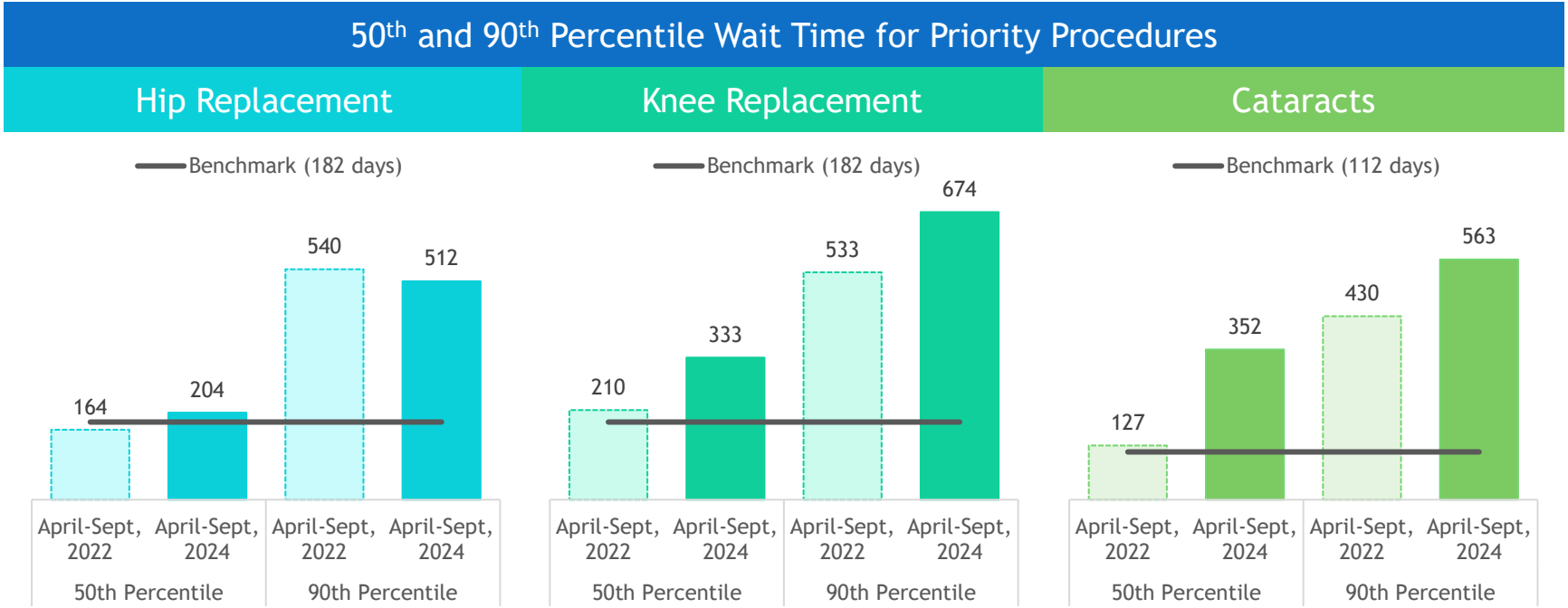


Background: Wait Time Overview

- Auditor General Report highlighted gaps in measuring and improving wait times
- Acting upon recommendations and improved data reporting and monitoring
- Health PEI is now turning focus to improving wait time performance for surgical and diagnostic imaging



Surgical Wait Times: Current vs. Benchmark

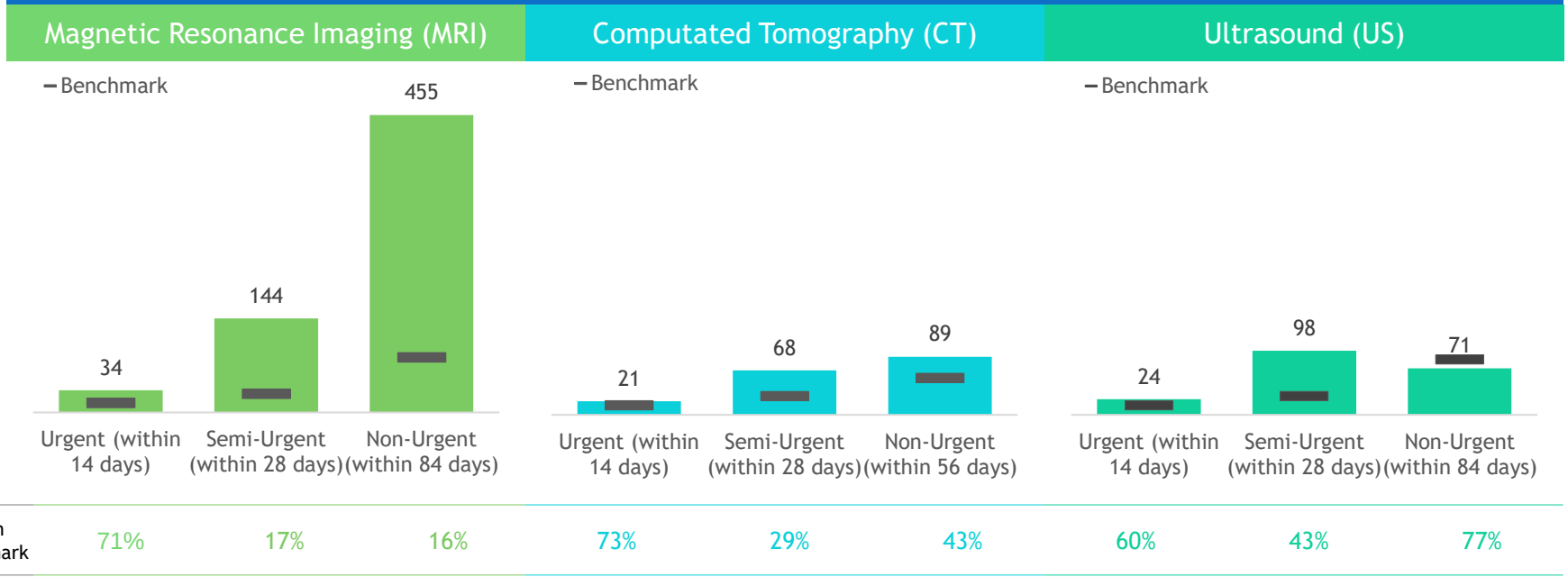


Wait times for priority procedures reported to the Canadian Institute of Health Information (CIHI) serve as a proxy to surgical wait times for all surgeries in the province.

Sources: April-Sept 2022 CIHI; April-Sept 2024 PEI website

Diagnostic Imaging Wait Times

Average Wait Times by Patient Type in Days



% within Benchmark	71%	17%	16%	73%	29%	43%	60%	43%	77%

Sources: 2024 PEI website. Timeframe: June 1 – Sept 30, 2024.

Health PEI Approach & Strategies

- Healthcare systems are evolving and Health PEI is looking to apply strategies that have been successful in other jurisdictions
- The transformation office and KPMG will employ leading practices from across Canada and Globally
- Opportunities will be closely integrated
- This team will focus on identifying and implementing innovative solutions to improve system efficiency, reduce wait times, and enhance patient care

Leading Practice Examples:

- ✓ Standardized Policies
- ✓ Data-driven Master Block Scheduling
- ✓ Expanded System Capacity
- ✓ Centralized Referral and Wait List Management
- ✓ Optimized scheduling
- ✓ Increased DI Capacity

Surgery and Diagnostic Imaging Potential Opportunities

	Short-Term	Medium-Term	Long-Term
Identified Surgical Wait Time Opportunities	• Optimize OR Block Assignment • Maximize Utilization of OR Resources • Standardize Procedures and Guidelines • Optimize Equipment and Supplies • Performance Reporting & Monitoring	• Optimize Access for Emergency Cases • Increase Ambulatory Surgery ✓ Increase System Surgical Capacity ✓ Governance and Leadership • Coordinate Staff Scheduling • Optimize Staffing Models	• Centralize and Digitize Waitlist Management • Hip and Knee Joint Health Center ✓ Recruitment, Retention and Workforce Planning
Identified Diagnostic Imaging Wait Time Opportunities	• Waitlist Validation ✓ Patient Notification System • Performance Reporting & Monitoring	• Optimize Machine Utilization • Digitize Inter-site Communication ✓ Public-Private Partnerships	✓ Provincial Queue Management • Ensure Technology System Interoperability ✓ Recruitment, Retention and Workforce Planning

Legend: ✓ Opportunities In Progress

Success to Date: Cataract Clinic

395 Eye procedures have been completed between the Eye Center (350) and the QEH (45) since opening of the Eye Center on December 2nd, 2024, to January 13th, 2025, and patient feedback has been very positive.

- The Cataract Outpatient Clinic opened on December 2, 2024
- The clinic increases PEI's capacity for cataract surgeries by over 60%
- Allows acute hospital to refocus resources for emergency and more medically complex cases
- Patients have highly rated the care provided, stating staff made them feel comfortable and well cared for, smooth, and no pain



Success to Date: Same-Day Hips and Knees Pilots

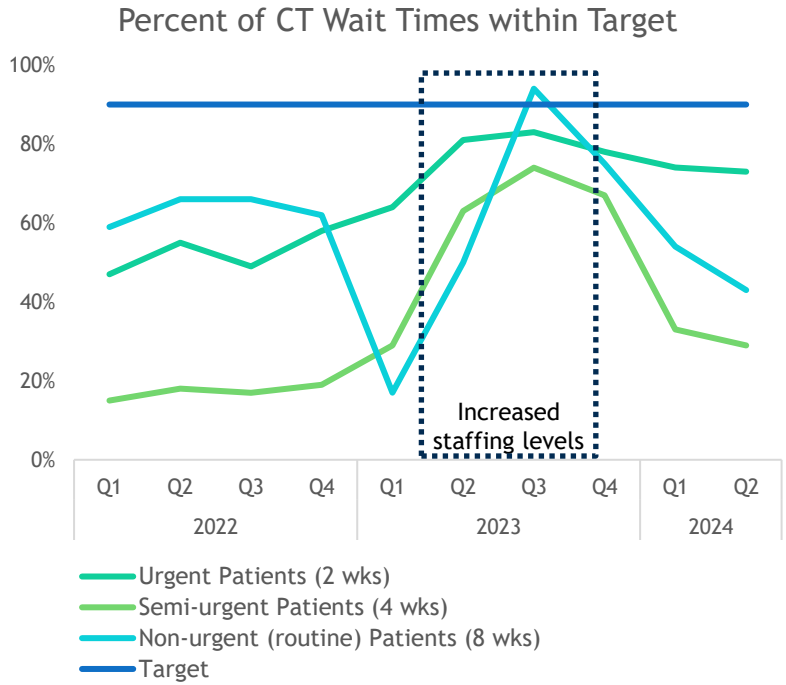
128 Islanders have undergone a hip or knee replacement and were successfully discharged home the same day, representing 18% of procedures completed between January to December, 2024.

- In January 2024, HPEI implemented a pilot to enable eligible patients to recover at home following surgery
- Patients recovering at home immediately following surgery experience improved outcomes such as reduced hospital stays, lower rates of complications, and enhanced satisfaction with their care
- Increased same-day procedures reduces the need for inpatient beds, improving patient flow through the hospital and responsiveness to bed crises



Progress to Date: Diagnostic Imaging Improvements (CT)

- In April 2023, CT technologist staffing was increased and scan scheduling optimized to boost capacity on existing CT machines in the province
- Wait times for CT improved significantly, nearly reaching or exceeding benchmark
- Recent decline in wait time performance is a result of workforce retention challenges



Success to Date: Diagnostic Imaging Improvements (MRI & Ultrasound)

- Staffing Enhancements for MRI
- Increased Capacity in Ultrasound Services
- Provincial Ultrasound Staffing Model for Flexibility



Success to Date: MRI Private Clinic Use

- **Who is eligible:** Islanders waiting for specific types of semi-urgent and non-urgent MRI scans.
- **How to access:** Eligible patients will be contacted by Health PEI
- **How many:** Up to 2,600 scans will be completed over 12 months
- **When:** Starting February 2025
- **Costs:** Mileage and bridge/ferry costs will be reimbursed by HPEI. The cost of the scan will be billed directly to Health PEI

Note: This is NOT a reimbursement program. Eligible patients will be contacted by HPEI to travel to Moncton MRI for their appointment.

Conclusion

Goals:

- Increase percentage of patients treated within benchmark to 65% aligned to Canadian average for hip and knee replacement surgeries by 2027
- Decrease average diagnostic imaging wait times by 25% for CTs, MRIs, and Ultrasounds by 2027
- Reduce ED Provider Initial Assessment time (PIA - 90th percentile) by 35% to align with Canadian average by 2027



Memorial Regional Campus at UPEI and Patient Medical Home

Health PEI

The Memorial Regional Campus at UPEI and Patient Medical Home (PMH)

Enhancing Primary Care through the team-based models of care and high-quality medical school training



The Need: Addressing PEI's Healthcare Requirements

Provider Recruitment:

- **PEI requires enough additional primary care providers to affiliate up to 56,000 Islanders by 2027.**
- **Provider recruitment has increased since 2023, and is expected to further increase** due to:
    1. New recruitment structures and processes
    2. The new Physicians Services Agreement

Rural and Remote Healthcare Access:

- **PEI's rural and remote communities have the greatest need for primary care services**, though there remains unmet need in urban centers
- **The Patient Medical Home (PMH) model is rapidly expanding across PEI** to address Islanders' unmet needs *(17 Active PMHs)*
- With recent recruitment &affiliation sprints, **5,455 Islanders have been affiliated since Jan 2024.**

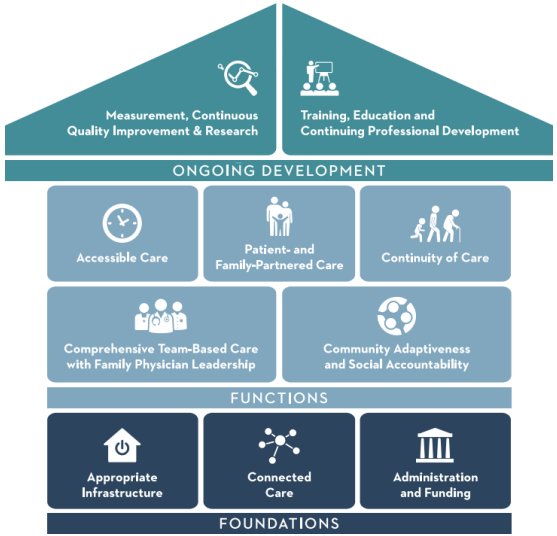
The Patient Medical Home (PMH):
A Model for Modern Primary Care

The Patient Medical Home model is a critical vehicle for **ensuring that all Islanders have timely access to high-quality interdisciplinary care**, while also serving to **increase provider recruitment & retention**

Patient-Centered Care:
Team-based primary care represents the path forward to provide coverage to all Islanders

Enhanced Access to Care:
Equitable access to care regardless of geography

Improved Health Outcomes:
Interdisciplinary care provided at the right time in the right place by the right provider



Part of the Solution:
The Memorial Regional Campus at UPEI and PMH

Training Homegrown Physicians: The new Faculty of Medicine will provide training to a new generation of physicians fostering connections, relationships, and future opportunities within the PEI Healthcare system.

- **High-Quality Learning Environment:**
  PMHs offer high-quality learning environments for learners
- **Effective & Sustainable Design:**
  Health PEI and UPEI are working closely to ensure the long-term success of the new Faculty of Medicine and PMHs
- **Ensuring Provider-Engagement:**
  Engaging providers throughout the teaching design process - 68 physicians have indicated interest in teaching



Integrating Patient Medical Homes into the Curriculum

The Memorial Regional Campus at UPEI will be the **only medical school in Canada where medical students experience team-based primary care role modeling from day one—every single day!**



Hands-On Experience:
PMHs offer a wide spectrum of clinical experiences for learners through direct interaction with physicians and patients

Interprofessional Collaboration:
PMHs are built on an interdisciplinary, team-based approach

Technology Integration:
PMHs emphasize health information technologies to improve access and reduce administrative burdens



Benefits of the PMH at UPEI: **Access**

Approx. 10,000
Estimated Patients Affiliated

October 2025
Opening Date (On Track)

Islanders on the PPR
Eligible for Care

up to **2 Years**
To Achieve Target Affiliation

Enhanced Healthcare Quality and Access:
The PMH model, and the new UPEI PMH, will help expand access to patient-centered primary care.

Benefits of the PMH at UPEI: **Learners**



Team-Based Model of Care

With an emphasis on supporting students & medical learners

7 Providers

Provider mix TBD – consisting of experienced and new providers

Robust Inter-Professional Team

Including full complement of Allied Health, MoAs, and LPNs

Improved Provider Recruitment and Retention:
The Faculty of Medicine and PEI's expanding PMH model are expected to significantly improve recruitment/retention of all healthcare providers. *PEI currently retains ~70-80% of residents.*

Stronger Healthcare System:
Being the only medical school facility with a Patient Medical Home co-located in the building provides a unique opportunity for learners studying and practicing in PEI.

Conclusion



Key Takeaway: The Memorial Regional Campus at UPEI and the PMH model will serve to (1) increase Islander's access to primary care, (2) provide valuable medical training opportunities to learners, and (3) enhance recruitment and retention of medical staff in PEI.

Call to Action: Health PEI and UPEI are jointly committed to advancing PEI's learning health system. Their continued collaboration will be critical to ensuring the success of these important initiatives.

Physician Engagement: Over the past 18 months, 120 physicians have been engaged. Physician engagement continues to be a top priority, and will be essential to the successful development of the medical school.