

Kaizen Promotion Office Information

- Kaizen Promotion Offices (KPO) and Kaizen Operation Teams (KOT):
 - Develop kaizen plans (improvement plans) to achieve breakthrough results using tools such as RPIW and 3P;
 - Provide ongoing development and support for Lean Leaders in the organization;
 - Support improvement events (such as RPIW, 5S, 3P, Kanban);
 - Drive continuous daily improvement and transparency through real-time, daily measurement, aligning improvement efforts toward strategic goals, and through daily accountability mechanisms (such as daily huddles); and,
 - Teach tools to improve quality, safety, and efficiency (such as workplace organization, inventory management, value stream and process mapping).

- A KOT performs the same functions as a KPO, within a particular service line (such as surgical services).

- There are currently 16 KPOs in operation in the health system and 12 KOTs.

- Currently 168.1 FTE are allocated to KPO/KOTs; 108.9 of these are reallocated from existing positions, 59.2 are new FTE.

Kaizen Promotion Office / Kaizen Operations Team	Location	Number of FTE	Number of FTE Reallocated from Existing
Cypress Kaizen Promotion Office	Swift Current	13(2), 19(1)(b)	
eHealth Saskatchewan Kaizen Promotion Office	Regina		
Five Hills Health Region Kaizen Promotion Office	Moose Jaw		

March 26, 2014

Kaizen Promotion Office / Kaizen Operations Team	Location	Number of FTE	Number of FTE Reallocated from Existing
		13(2); 19(1)(b)	
Heartland Health Region Kaizen Promotion Office	Rosetown with some staff in Kindersley		
Keewatin Yatthé Health Region Kaizen Promotion Office	Buffalo Narrows		
Kelsey Trail Kaizen Promotion Office	Tisdale & Melfort (with plans to move to Regional Office in Tisdale in next few months)		
Mamawetan Churchill River Kaizen Promotion Office	La Ronge		
Ministry of Health Kaizen Promotion Office	Regina	5 FTE <ul style="list-style-type: none"> • 1 Director, • 1 Kaizen Specialist, • 2 Lean Lead Specialists, 	5 FTE

March 26, 2014

Kaizen Promotion Office / Kaizen Operations Team	Location	Number of FTE	Number of FTE Reallocated from Existing
		<ul style="list-style-type: none"> 1 Workflow Coordinator 	
Prairie North Kaizen Promotion Office	Main office: Lloydminster Satellite office: North Battleford	13(2), 19(1)(b)	
Prince Albert Parkland Kaizen Promotion Office	Prince Albert		
Provincial Kaizen Promotion Office	Saskatoon		
Regina Qu'Appelle Kaizen Promotion Office; KOT Surgery; KOT Medicine; KOT Mental Health and Addictions; KOT Primary Healthcare	Regina		

March 26, 2014

Kaizen Promotion Office / Kaizen Operations Team	Location	Number of FTE	Number of FTE Reallocated from Existing
		13(2), 19(1)(b)	

March 26, 2014

Kaizen Promotion Office / Kaizen Operations Team	Location	Number of FTE	Number of FTE Reallocated from Existing
		13(2); 19(1)(b)	
Saskatchewan Cancer Agency Kaizen Promotion Office	Regina		
Saskatoon Kaizen Promotion Office; Surgical Services KOT; Adult Medicine Complex Care KOT; Maternal and Children's KOT; Finance and Support Services KOT	Saskatoon		

March 26, 2014

Kaizen Promotion Office / Kaizen Operations Team	Location	Number of FTE	Number of FTE Reallocated from Existing
		13(2); 19(1)(b)	
Sun Country Kaizen Promotion Office	Weyburn		
Sunrise Kaizen Promotion and Patient Safety Unit	Yorkton		
3sHealth Kaizen Operations Team	Regina		
Provincial Surgical Kaizen Operations Team	Regina		

March 26, 2014

Kaizen Promotion Office / Kaizen Operations Team	Location	Number of FTE	Number of FTE Reallocated from Existing
Primary Health Care Provincial Kaizen Operations Team	Regina	13(2); 19(1)(b)	
Emergency Department Waits and Patient Flow Provincial Kaizen Operations Team	Saskatoon		
16 KPOs 12 KOTs		168.1 total FTE	<ul style="list-style-type: none"> • 108.9 reallocated FTE • 59.2 new FTE

Appendix C

Continuous Quality Improvement Offices (FTEs with Associated Salary and Benefits)											
Health Region/Organization	FTEs Identified through Financial System (2012-13)	FTE Salary and Benefits (2012-2013)	FTEs Identified through Financial System (2013-14)	FTE Salary and Benefits (2013-2014)	FTEs Identified through Financial System (2014-15)	FTE Salary and Benefits (2014-2015)	FTEs Identified through Financial System (April - July 31, 2015)	FTE Salary and Benefits (April-July 2015)	FTEs Identified through Financial System (August-Dec 31, 2015)	FTE Salary and Benefits (August-Dec 31, 2015)	FTE Salary and Benefits - Total (2012 through Dec 31, 2015)
Saskatoon Health Region											
Regina Qu'Appelle Health Region											
Prairie North Health Region											
Kelsey Trail Health Region											
Five Hills Health Region											
Prince Albert Parkland Health Region											
Sun Country Health Region											
Cypress Health Region											
Heartland Health Region											
Sunrise Health Region											
Mamawetan Churchill River Health Region											
Kewatin Yatthe Health Region											
Saskatchewan Cancer Agency											
3sHealth											
eHealth											
MoH	2 6 + 2 secondments	\$346,427	4 5	\$385,215	4 1	\$358,709	4 33	\$100,231	5	\$ 153,916 00	\$1,344,498
Health Quality Council											
Total	77 6	\$7,557,615 00	128 1	\$13,256,871	136	\$14,760,665	132 65	\$4,812,817	\$ 127 53	\$ 5,668,933 34	\$46,056,902

FTEs are affected by vacancies, secondments, on-leave status and other staff movement.
13(2); 19(1)(b)

Total Continuous Quality Improvement Offices and Teams (FTEs with Associated Salaries and Benefits)											
All Health Regions/Organizations	FTEs Identified through Financial System (2012-13)	FTE Salary and Benefits (2012-2013)	FTEs Identified through Financial System (2013-14)	FTE Salary and Benefits (2013-2014)	FTEs Identified through Financial System (2014-15)	FTE Salary and Benefits (2014-2015)	FTEs Identified through Financial System (April - July 31, 2015)	FTE Salary and Benefits (April-July 2015)	FTEs Identified through Financial System (August-Dec 31, 2015)	FTE Salary and Benefits (August-Dec 31, 2015)	FTE Salary and Benefits - Total (2012 through Dec 31, 2015)
Total CQIO	77 6	\$7 557 615	128 1	\$13 266 283	136	\$14 760 665	132 65	\$ 5 240 878 30	126 1	\$5 709 363	\$46 056 902
Total CQIT	4 0	\$402,555	39 0	\$4,097,367	42 4	\$1,610,762	42 9	\$2,031,045	42 9	\$8,141,729	
Combined Total	77 6	\$7,557,615	132 1	\$13,668,838	175 0	\$18,858,032	175 1	\$6,851,640	168 9	\$7,740,408	\$54,198,631

FTEs are affected by vacancies, secondments, on-leave status and other staff movement.
13(2); 19(1)(b)

3.3 – CONTINUOUS QUALITY IMPROVEMENT OFFICES AND TEAMS

[FORMERLY KAIZEN PROMOTION OFFICES (KPOs) and KAIZEN OPERATIONS TEAMS (KOTs)]

- Each health region has a continuous improvement office or quality improvement office whose function it is to look at ways to improve the delivery of health care for patients and families.
- As continuous quality improvement becomes further embedded into the day to day work of regions, staff in these offices provide ongoing support to the front line.
- These staff often have responsibilities beyond traditional continuous improvement work. For example, they may also be involved in:
 - Patient and family care work (for example, supporting Patient Advisory Councils);
 - quality of care coordination and client concerns;
 - critical incident follow-up;
 - accreditation;
 - risk management; or,
 - strategic planning.
- Saskatchewan also has two provincial continuous quality improvement teams: One is focused on Safety and the other is focused on Emergency Department Waits and Patient Flow.

Background:

- There are currently 17 continuous quality improvement offices that support front line staff (including staff that support continuous improvement out of the Health Quality Council), and 14 continuous quality improvement teams (2 provincial improvement teams and 12 regional improvement teams) in the health system.
- A continuous quality improvement team supports front line staff within a particular service line (such as surgical services or mental health).
- As of February 2016, 172.6FTEs were allocated to continuous quality improvement offices and teams.
 - Appendices A and B breakdown and summarize the current **budgeted FTE counts** by position and by region/organization.
 - Appendix C describes the calculated FTEs with associated salary and benefit costs **using the financial system** as the source of data.
(As the two sources of data above are different in nature, small variations in FTE counts occur.)
- Salary and Benefits for these teams from 2012 through December 31, 2015 total \$54.2M (Appendix C – attached).

Naming Conventions for Continuous Quality Improvement Offices (formerly KPOs)

- In most regions the office that focused on continuous quality improvement was called the Kaizen Promotion Office (KPO).
- Given the recent establishment of the VP level Provincial Quality, Safety and Lean Management Committee (PQSLMC) which supports the strategic and operational oversight and integration of patient safety, quality/Lean, risk management, accreditation, and patient and family centered care across the health sector, the Ministry of Health renamed its office to the Continuous Improvement Office.
- In June 2016, the naming of areas that support continuous quality improvement work was reviewed by the PQSLMC to ensure that there is a clear and common understanding of the range of work that is undertaken by these staff.
- The current complete names of the offices are included in Appendix B.

Appendix A

**Summary of Continuous Quality Improvement Office and Teams by Position
(Formerly KPOs and KOTs)**

(FTEs Updated as of February 2016)

Summary of Budgeted FTEs by Continuous Quality Improvement Office positions						
	Director	Specialist	Fellow	Coordinator	Admn. Support	Total
Cypress Health Region	13(2); 19(1)(b)					
eHealth Saskatchewan						
Five Hills Health Region						
Heartland Health Region						
Keewatin Yatthe Health Region						
Kelsey Trail Health Region						
Mamawetan Churchill River Health Region						
Ministry of Health	1	3			1	5
Prairie North Health Region	13(2); 19(1)(b)					
Prince Albert Parkland Health Region						
Health Quality Council						
Regina Qu'Appelle Health Region						
Saskatchewan Cancer Agency						
Saskatoon Health Region						
Sun Country Health Region						
Sunrise Health Region						
3sHealth						
TOTAL	19.6	78.6	1	18.4	3	120.6

Summary of Budgeted FTEs by Improvement Teams positions						Total
Five Hills Health Region	13(2); 19(1)(b)					
Health Quality Council						
Saskatoon Health Region						
Regina Qu'Appelle						
TOTAL	5	45	0	1	1	52

Appendix B

**CONTINUOUS QUALITY IMPROVEMENT OFFICES AND TEAMS
[FORMERLY KAIZEN PROMOTION OFFICES (KPOs) and KAIZEN OPERATIONS
TEAMS (KOTs)]**

(FTEs Updated as of February 2016)

Continuous Quality Improvement Office/ Team	Location	Budgeted FTEs
Cypress Quality Improvement Promotion Office	Swift Current	13(2); 19(1)(b)
eHealth Saskatchewan Continuous Improvement	Regina	
Five Hills Continuous Improvement Support Office Improvement Teams: Acute, ER and Surgery, Mental Health & Addictions, Primary Care and Public Health, Continuing Care	Moose Jaw	
Heartland Health Region Quality Services Department	Rosetown with some staff in Kindersley	

Continuous Quality Improvement Office/ Team	Location	Budgeted FTEs
		13(2); 19(1)(b)
Keewatin Yatthé Health Region Quality Improvement Office	Buffalo Narrows	
Kelsey Trail Quality Improvement and Patient Safety Office	Tisdale with 1 staff in Melfort	
Mamawetan Churchill River Quality Improvement Office	La Ronge	
Ministry of Health Continuous Improvement Office	Regina	5 FTE <ul style="list-style-type: none"> • 1 Director • 3 Lead Specialists • 1 Administrative Assistant

Continuous Quality Improvement Office/ Team	Location	Budgeted FTEs
Prairie North Quality Improvement Office	Main office: Lloydminster Satellite office: North Battleford	13(2); 19(1)(b)
Prince Albert Parkland Quality Improvement Office	Prince Albert	
Health Quality Council	Saskatoon	
Regina Qu'Appelle Kaizen Promotion Office	Regina	

Continuous Quality Improvement Office/ Team	Location	Budgeted FTEs
		13(2); 19(1)(b)

Continuous Quality Improvement Office/ Team	Location	Budgeted FTEs
		13(2); 19(1)(b)
Saskatchewan Cancer Agency Strategy and Continuous Improvement Department	Regina	
Saskatoon Quality Improvement Office Improvement Teams: Surgical Services; Adult Medicine Complex Care; Maternal and Children's; and, Finance and Support Services	Saskatoon	

Continuous Quality Improvement Office/ Team	Location	Budgeted FTEs
Sun Country Continuous Improvement	Weyburn	13(2); 19(1)(b)
Sunrise Continuous Improvement and Patient Safety Office	Yorkton	
3sHealth Continuous Improvement (includes Service Line assignments)	Regina	
Emergency Department Waits and Patient Flow Provincial Improvement Team	Saskatoon	
Safety Alert/Stop the Line Provincial Improvement Team	Saskatoon	

Continuous Quality Improvement Office/ Team	Location	Budgeted FTEs
<p>17 continuous improvement office staff including HQC;</p> <p>12 service line improvement teams;</p> <p>2 provincial teams.</p>		<p>Total FTEs</p> <p>Continuous Improvement or Quality Improvement Office: 120.6;</p> <p>Service Line Improvement Team: 52</p> <p>= 172.6 FTEs</p>

KAIZEN PROMOTION OFFICES

- The Provincial Kaizen Promotion Office (PKPO) coordinates the implementation of Lean across the entire health system. It is hosted by the Health Quality Council.
- We also have two Provincial Kaizen Operation Teams (PKOTs): One is focused on Safety and the other is focused on Emergency Department Waits and Patient Flow.
- Sixteen individual Kaizen Promotion Offices and 12 Kaizen Operation Teams have been established in health regions and other healthcare organizations to support the implementation of Lean.
- Including the PKPO, there are 17 Kaizen Promotion Offices and 14 Kaizen Operation Teams in total. In terms of staffing, 187.80 FTEs are assigned to these offices.
- Kaizen Promotion Offices and Kaizen Operation Teams work to improve health care delivery in a number of ways:
 - Providing ongoing development and support for Lean Leaders in their organizations or service lines;
 - Developing improvement plans to achieve breakthrough results using tools like *Rapid Process Improvement Workshops, Kanban and 5S*;
 - Supporting improvement efforts in their organizations and across the health system using these tools;
 - Driving continuous daily improvement and transparency through real-time, daily measurement, aligning improvement efforts toward strategic goals; and
 - Providing instruction on the use of the tools to improve quality, safety, and efficiency.

Background:

- A Kaizen Operation Team (KOT) performs the same functions as a Kaizen Promotion Office (KPO), but within a particular service line (such as surgical services or mental health).
- There are currently 17 KPOs (1 Provincial KPO and 16 Regional KPOs), and 14 KOTs (2 Provincial KOTs and 12 Regional KOTs) in operation in the health system.
- Currently 187.80 FTEs are allocated to KPO/KOTs.
- Appendices A and B breakdown and summarize the current budgeted FTE counts by position and by Region/Organizations.

Appendix A Summary of KPO FTEs by Position

	Director	Kaizen Specialist	Kaizen Fellow	Coordinator	Admn. Asst	KPO Total	Total for KPO/KOT							
Cypress Health Region	13(2); 19(1)(b)													
eHealth Saskatchewan														
FHHR														
Heartland Health Region														
Keewatin Yatthe Health Region														
Kelsey Trail Health Region														
Mamawaten Churchill River Health Region														
Ministry of Health								1	3			1	5	5
Praire North Health Region	13(2); 19(1)(b)													
Prince Albert Parkland Health Region														
Health Quality Council														
PKOTs														
Regina QuAppelle Health Region														
Saskatchewan Cancer Agency														
Saskatoon Health Region														
Suncountry Health Region														
Sunrise Health Region														
3sHealth														
TOTAL								19.1	98	3	19.3	3.8	143.2	187.8

Appendix B

KAIZEN PROMOTION OFFICES/KAIZEN OPERATIONS TEAMS

Kaizen Promotion Office / Kaizen Operations Team	Location	Number of FTE
Cypress Kaizen Promotion Office	Swift Current	13(2); 19(1)(b)
eHealth Saskatchewan Kaizen Promotion Office	Regina	
Five Hills Health Region Kaizen Promotion Office; KOT Acute, ER and Surgery, KOT Mental Health & Addictions, Primary Care and Public Health, KOT Continuing Care	Moose Jaw	

Kaizen Promotion Office / Kaizen Operations Team	Location	Number of FTE
		13(2); 19(1)(b)
Heartland Health Region Kaizen Promotion Office	Rosetown with some staff in Kindersley	
Keewatin Yatthe Health Region Kaizen Promotion Office	Buffalo Narrows	
Kelsey Trail Kaizen Promotion Office	Tisdale with 1 staff in Melfort	
Mamawetan Churchill River Kaizen Promotion Office	La Ronge	

Kaizen Promotion Office / Kaizen Operations Team	Location	Number of FTE
Ministry of Health Kaizen Promotion Office	Regina	5 FTE <ul style="list-style-type: none"> • 1 Director, • 3 Kaizen Lead Specialists • 1 KPO Administrative
Prairie North Kaizen Promotion Office	Main office: Lloydminster Satellite office: North Battleford	13(2); 19(1)(b)
Prince Albert Parkland Kaizen Promotion Office	Prince Albert	
Health Quality Council - Provincial Kaizen Promotion Office	Saskatoon	

Regina Qu'Appelle Kaizen Promotion Office KOT Surgery KOT Medicine KOT Mental Health and Addictions KOT Primary Healthcare KOT Long-Term Care	Regina	13(2); 19(1)(b)
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13(2); 19(1)(b)

Saskatchewan Cancer Agency Kaizen Promotion Office	Regina
Saskatoon Kaizen Promotion Office Surgical Services KOT Adult Medicine Complex Care KOT Maternal and Children's KOT Finance and Support Services KOT	Saskatoon

		13(2); 19(1)(b)
Sun Country Kaizen Promotion Office	Weyburn	
Sunrise Kaizen Promotion and Patient Safety Unit	Yorkton	
3sHealth Kaizen Promotion Office	Regina	
Emergency Department Waits and Patient Flow Provincial Kaizen Operations Team	Saskatoon	
Safety Alert/Stop the Line Provincial	Saskatoon	

Kaizen Operations Team		13(2); 19(1)(b)
17 KPOs (1 PKPO, 16 KPOs) 14 KOTs (2 PKOT and 12 KOTs)		187.8 total FTE

*Not included in the organizational chart.

**Kaizen Specialists perform a variety of tasks with many not directly related to Kaizen work. The true FTE if the KPO is as reported.

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KAIZEN PROMOTION OFFICES

- The Provincial Kaizen Promotion Office was established to coordinate and oversee the implementation of Lean Management System across the entire health system.
- We also have a Provincial Kaizen Operations Team that is focusing on improving Emergency Department Waits and Patient Flow across the health system.
- In addition, 16 Individual Kaizen Promotion Offices and 13 Kaizen Operation Teams have been established in health regions and other healthcare organizations to support the implementation of Lean within their respective organizations.
- The 190 FTEs that are assigned to these offices almost entirely consist of existing employees that moved from other positions or new employees that are funded through internally re-allocated resources.
- Their roles include:
 - Providing ongoing development and support for Lean Leaders in their organizations;
 - Developing kaizen plans (*improvement plans*) to achieve breakthrough results using Lean-based tools such as:
 - RPIWs -*Rapid Process Improvement Workshops*;
 - 3P - *a lean method that allows participants a big picture look at how a service is delivered*;

- 5S - *a systematic approach used to organize workplaces, and,*
- Kanban - *a visual card or symbol used to trigger action.*
- Supporting improvement efforts in their organizations and across the health system using these tools.
- Driving continuous daily improvement and transparency through real-time, daily measurement, aligning improvement efforts toward strategic goals; and
- Providing instruction on the use of the tools to improve quality, safety, and efficiency (such as workplace organization, inventory management, value stream and process mapping).

Background:

- A Kaizen Operation Team (KOT) performs the same functions as a Kaizen Promotion Office (KPO), within a particular service line (such as surgical services).
- There are currently 17 KPOs (1 Provincial KPO and 16 Regional KPOs¹), and 14 KOTs (1 Provincial KOT² and 13 Regional KOTs³) in operation in the health system.
- Currently 189.95 FTEs are allocated to KPO/KOTs; 110.65 of these are reallocated from existing positions, 79.3 are new FTEs that have been funded through a reallocation of existing funds.

¹ 16 KPOs include Cypress, Five Hills, Heartland, Keewatin Yatthé, Kelsey Trail, Mamawetan Churchill River, Prairie North, PA Parkland, Saskatoon, RQHR, SCA, Sun Country, Sunrise, Ministry of Health, 3S, and eHealth.

² PKOTs include "Emergency Department Waits and Patient Flow Provincial KOT"

³ 9 KOTs include 1 KOTs in RQHRs, 1 KOTs in Saskatoon, 1 Five Hills and 1 KOT in 3sHealth.

Kaizen Promotion Office / Kaizen Operations Team	Location	Number of FTE	Number of FTE Reallocated from Existing
Cypress Kaizen Promotion Office	Swift Current	13(2); 19(1)(b)	
eHealth Saskatchewan Kaizen Promotion Office	Regina		
Five Hills Health Region Kaizen Promotion Office; KOT Acute, ER and Surgery, KOT Mental Health & Addictions, Primary Care and Public Health, KOT Continuing Care	Moose Jaw		
Heartland Health Region Kaizen Promotion Office	Rosetown with some staff in Kindersley		

Kaizen Promotion Office / Kaizen Operations Team	Location	Number of FTE	Number of FTE Reallocated from Existing
		13(2); 19(1)(b)	
Keewatin Yatthé Health Region Kaizen Promotion Office	Buffalo Narrows		
Kelsey Trail Kaizen Promotion Office	Tisdale & Melfort (with plans to move to Regional Office in Tisdale in next few months)		
Mamawetan Churchill River Kaizen Promotion Office	La Ronge		
Ministry of Health Kaizen Promotion Office	Regina	5 FTE <ul style="list-style-type: none"> • 1 Director, • 3 Kaizen Lead Specialist, • 1 Workflow Coordinator 	5 FTE
Prairie North Kaizen Promotion Office	Main office: Lloydminster	13(2); 19(1)(b)	

Kaizen Promotion Office / Kaizen Operations Team	Location	Number of FTE	Number of FTE Reallocated from Existing
	Satellite office: North Battleford	13(2); 19(1)(b)	
Prince Albert Parkland Kaizen Promotion Office	Prince Albert		
Provincial Kaizen Promotion Office	Saskatoon		
Regina Qu'Appelle Kaizen Promotion Office; KOT Surgery; KOT Medicine; KOT Mental Health and Addictions; KOT Primary Healthcare, KOT Long-Term Care	Regina		

Kaizen Promotion Office / Kaizen Operations Team	Location	Number of FTE	Number of FTE Reallocated from Existing
		13(2); 19(1)(b)	

Kaizen Promotion Office / Kaizen Operations Team	Location	Number of FTE	Number of FTE Reallocated from Existing
		13(2); 19(1)(b)	
Saskatchewan Cancer Agency Kaizen Promotion Office	Regina		
Saskatoon Kaizen Promotion Office; Surgical Services KOT; Adult Medicine Complex Care KOT; Maternal and Children's KOT; Finance and Support Services KOT	Saskatoon		

Kaizen Promotion Office / Kaizen Operations Team	Location	Number of FTE	Number of FTE Reallocated from Existing
		13(2); 19(1)(b)	
Sun Country Kaizen Promotion Office	Weyburn		
Sunrise Kaizen Promotion and Patient Safety Unit	Yorkton		
3sHealth Kaizen Operations Team	Regina		
Quality and Continuous	Regina	2.3 FTEs • 0.3 FTE Director	1.3 FTE

Kaizen Promotion Office / Kaizen Operations Team	Location	Number of FTE	Number of FTE Reallocated from Existing
Improvement Unit (AESB, MoH) (Formerly Provincial Surgical Kaizen Operations Team)		<ul style="list-style-type: none"> • 1 FTE workflow coordinator (vacant); • 1 FTE project manager / kaizen specialist (vacant) 	
Emergency Department Waits and Patient Flow Provincial Kaizen Operations Team	Saskatoon	13(2); 19(1)(b)	
16 KPOs (1 PKPO, 15 KPOs) 12 KOTs		189.95 total FTE	<ul style="list-style-type: none"> • 110.65 reallocated FTE • (79.3 new FTE)

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CONTINUOUS QUALITY IMPROVEMENT OFFICES AND TEAMS

- Each health region has a continuous improvement office or quality improvement office whose function it is to look at ways to improve the delivery of health care for patients and families.
- As continuous quality improvement becomes further embedded into the day to day work of regions, staff in these offices provide ongoing support to the front line.
- However, these staff often have responsibilities beyond traditional continuous improvement work. For example, they may also be involved in:
 - Patient and family care work (for example, supporting Patient Advisory Councils);
 - quality of care coordination and client concerns;
 - critical incident follow-up;
 - accreditation;
 - risk management; or,
 - strategic planning.
- Saskatchewan also has two provincial continuous quality improvement teams: One is focused on Safety and the other is focused on Emergency Department Waits and Patient Flow.
- The total FTEs related to continuous improvement have been reduced from **172.6** last year to **138.3** this year. The majority of these reductions were within the Health Quality Council ^{13(2); 19(1)(b)}, Regina Qu'Appelle Health Region ^{13(2); 19(1)} and Saskatoon Health Region ^{13(2); 19(1)} as part of the ongoing evolution of the system.

Background:

- There are currently 17 continuous quality improvement offices and 2 provincial improvement teams that support front-line staff in the health system.
- At last report (as of February 2016), the total number of FTEs was 172.6. The current total (as of February 2017) is 138.3 FTEs, a difference of 34.3 FTEs. (See Appendix A for detail.)
 - Previously, the Health Quality Council staffed a Provincial Kaizen Promotion Office¹³⁽²⁾
The HQC has since reorganized and aligned their work with the launch of the new strategic plan and does not have a Continuous Improvement Office and has been¹⁹⁽¹⁾ removed from the table.
 - Saskatoon and Regina Qu'Appelle Health Regions have also restructured.
- Athabasca Health Authority has now been added to the table^{13(2); 19(1)(b)}

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**CONTINUOUS QUALITY IMPROVEMENT OFFICES AND TEAMS
(FTEs Updated as of February 2017)**

Continuous Quality Improvement Office/ Team	Location	Budgeted FTEs
Athabasca Health Authority Continuous Improvement Office	Black Lake	13(2); 19(1)(b)
Cypress Quality Improvement Promotion Office	Swift Current	
eHealth Saskatchewan Continuous Improvement	Regina	
Five Hills Continuous Improvement Support Office Improvement Teams: Acute, ER and Surgery, Mental Health & Addictions, Primary Care and Public Health, Continuing Care	Moose Jaw	
Heartland Health Region Quality Services Department	Rosetown with some staff in Kindersley	

Continuous Quality Improvement Office/ Team	Location	Budgeted FTEs
Keewatin Yatthé Health Region Quality Improvement Office	Buffalo Narrows	13(2); 19(1)(b)
Kelsey Trail Quality Improvement and Patient Safety Office	Tisdale with 1 staff in Melfort	
Mamawetan Churchill River Quality Improvement Office	La Ronge	
Ministry of Health Continuous Improvement Office	Regina	5 FTE <ul style="list-style-type: none"> • 1 Director • 3 Lead Specialists • 1 Administrative Assistant
Prairie North Quality Improvement Office	Main office: Lloydminster Satellite office: North Battleford	13(2); 19(1)(b)
Prince Albert Parkland Quality Improvement Office	Prince Albert	

Continuous Quality Improvement Office/ Team	Location	Budgeted FTEs
Regina Qu'Appelle Office of Quality & Strategy	Regina	13(2); 19(1)(b)

Continuous Quality Improvement Office/ Team	Location	Budgeted FTEs
		13(2); 19(1)(b)
Saskatchewan Cancer Agency Strategy and Continuous Improvement Department	Regina and Saskatoon	
Saskatoon Quality Improvement Office Improvement Teams: Surgical Services; Adult Medicine Complex Care; Maternal and Children's; and, Finance and Support Services	Saskatoon	

Continuous Quality Improvement Office/ Team	Location	Budgeted FTEs
		13(2); 19(1)(b)
Sun Country Continuous Improvement	Weyburn	
Sunrise Continuous Improvement and Patient Safety Office	Yorkton	
3sHealth Continuous Improvement	Regina	
Emergency Department Waits and Patient Flow Provincial Improvement Team Safety Alert/Stop the Line Provincial Improvement Team	Saskatoon Saskatoon	
		Total FTEs= 138.3

Appendix A - Continuous Improvement FTEs

	FTEs as of February 2016	FTEs ast of February 2017	Difference
Athabasca	13(2); 19(1)(b)		
Cypress			
eHealth			
Five Hills			
Heartland			
Keewatin Yatthe			
Kelsey Trail			
Mamawetan			
Ministry of Health	5	5	0
Prairie North	13(2); 19(1)(b)		
Prince Albert			
Health Quality Council			
Regina Qu'Appelle			
Saskatchewan Cancer Agency			
Saskatoon			
Sun Country			
Sunrise			
3sHealth			
Emergency Department Waits and Patient Flow Safety Alert/Stop the Line			
Total	172.6	138.3	-34.3

KAIZEN PROMOTION OFFICES

- The Provincial Kaizen Promotion Office (PKPO) was established to coordinate the implementation of the Lean Management System across the entire health system. It is hosted by the Health Quality Council.
- We also have two Provincial Kaizen Operation Teams (PKOTs): an Emergency Department Waits and Patient Flow KOT and a Safety KOT.
- Sixteen (16) individual Kaizen Promotion Offices and 12 Kaizen Operation Teams have been established in health regions and other healthcare organizations to support the implementation of Lean within their respective organizations.
- In total there are 17 Kaizen Promotion Offices and 14 Kaizen Operation Teams.
- 190.7 FTEs are assigned to these offices.
- KPO and KOT roles include:
 - Providing ongoing development and support for Lean Leaders in their organizations or service lines;
 - Developing improvement plans to achieve breakthrough results using Lean-based tools like *Rapid Process Improvement Workshops*;
 - Supporting improvement efforts in their organizations and across the health system using these tools;
 - Driving continuous daily improvement and transparency through real-time, daily measurement, aligning improvement efforts toward strategic goals; and

- Providing instruction on the use of the tools to improve quality, safety, and efficiency.

Background:

- A Kaizen Operation Team (KOT) performs the same functions as a Kaizen Promotion Office (KPO), but within a particular service line (such as surgical services or mental health).
- There are currently 17 KPOs (1 Provincial KPO and 16 Regional KPOs), and 14 KOTs (2 Provincial KOTs and 12 Regional KOTs) in operation in the health system.
- Currently 190.7 FTEs are allocated to KPO/KOTs.

KAIZEN PROMOTION OFFICES/KAIZEN OPERATIONS TEAMS

Kaizen Promotion Office / Kaizen Operations Team	Location	Number of FTE
Cypress Kaizen Promotion Office	Swift Current	13(2); 19(1)(b)
eHealth Saskatchewan Kaizen Promotion Office	Regina	
Five Hills Health Region Kaizen Promotion Office; KOT Acute, ER and Surgery, KOT Mental Health & Addictions, Primary Care and Public Health, KOT Continuing Care	Moose Jaw	

Kaizen Promotion Office / Kaizen Operations Team	Location	Number of FTE
Heartland Health Region Kaizen Promotion Office	Rosetown with some staff in Kindersley	13(2); 19(1)(b)
Keewatin Yatthé Health Region Kaizen Promotion Office	Buffalo Narrows	
Kelsey Trail Kaizen Promotion Office	Tisdale with 2 staff in Melfort	
Mamawetan Churchill River Kaizen Promotion Office	La Ronge	
Ministry of Health Kaizen Promotion Office	Regina	5 FTE <ul style="list-style-type: none"> • 1 Director, • 3 Kaizen Lead Specialists • 1 KPO Administrative

Kaizen Promotion Office / Kaizen Operations Team	Location	Number of FTE
Prairie North Kaizen Promotion Office	Main office: Lloydminster Satellite office: North Battleford	13(2); 19(1)(b)
Prince Albert Parkland Kaizen Promotion Office	Prince Albert	
Health Quality Council - Provincial Kaizen Promotion Office	Saskatoon	

Regina Qu'Appelle Kaizen Promotion Office KOT Surgery KOT Medicine KOT Mental Health and Addictions KOT Primary Healthcare KOT Long-Term Care	Regina	13(2); 19(1)(b)
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		13(2); 19(1)(b)
Saskatchewan Cancer Agency Kaizen Promotion Office	Regina	
Saskatoon Kaizen Promotion Office Surgical Services KOT Adult Medicine Complex Care KOT Maternal and Children's KOT Finance and Support Services KOT	Saskatoon	

		13(2); 19(1)(b)
Sun Country Kaizen Promotion Office	Weyburn	
Sunrise Kaizen Promotion and Patient Safety Unit	Yorkton	
3sHealth Kaizen Promotion Office	Regina	
Emergency Department Waits and Patient Flow Provincial Kaizen Operations Team	Saskatoon	
Safety Alert/Stop the Line Provincial Kaizen Operations Team	Saskatoon	
17 KPOs (1 PKPO, 16 KPOs) 14 KOTs (2 PKOT)		190.7 total FTE

and 12 KOTs)		
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*Not included in the organizational chart.

**Kaizen Specialists perform a variety of tasks with many not directly related to Kaizen work. The true FTE if the KPO us is as reported.

Non Responsive - File Path

PKPO/KPO FTEs with Associated Salary and Benefits													
Health Region/Organization	FTEs Identified through Financial System (2014-15)	FTE Salary and Benefits (2014-2015)		FTEs Identified through Financial System (April - July 31, 2015)	FTE Salary and Benefits (April-July 2015)			FTEs Identified through Financial System (August-Dec 31, 2015)	FTE Salary and Benefits (August-Dec 31, 2015)		FTE Salary and Benefits per month (August-Dec 31, 2015)	FTE Salary and Benefits - Total (2012 through Dec 31, 2015)	Extrapolated 15/16 (Using Aug-Dec per month as base figure *12)
Saskatoon Health Region													
Regina Qu'Appelle Health Region													
Prairie North Health Region													
Kelsey Trail Health Region													
Five Hills Health Region													
Prince Albert Parkland Health Region													
Sun Country Health Region													
Cypress Health Region													
Hearland Health Region													
Sunrise Health Region													
Mamawetan Churchill River Health Region													
Kewatin Yatthe Health Region													
Saskatchewan Cancer Agency													
3sHealth													
eHealth													
MoH	4.1	\$358,709	\$7,290.83	1.4+0.25 secondment	\$100,231	#VALUE!	#VALUE!	2.1	\$ 153,916.00	\$ 14,658.67	\$ 7,367.83	\$1,344,498	\$88,414
Health Quality Council - PKPO													
Total	136	\$14,760,665	\$9,044.53		132.65	\$5,240,878	\$7,901.81		\$ 5,709,363.34	\$ 9,058.17	\$ 13.64	\$46,525,393	\$164

13(2), 19(1)(b)

FTEs are affected by vacancies, secondments, on leave status and other staff movement.

Total Continuous Improvement/KPO and KOT FTEs with Associated Salaries and Benefits													
All Health Regions/Organizations	FTEs Identified through Financial System (2014-15)	FTE Salary and Benefits (2014-2015)		FTEs Identified through Financial System (April - July 31, 2015)	FTE Salary and Benefits (April-July 2015)			FTEs Identified through Financial System (August-Dec 31, 2015)	FTE Salary and Benefits (August-Dec 31, 2015)		FTE Salary and Benefits per month (August-Dec 31, 2015)	FTE Salary and Benefits - Total (2012 through Dec 31, 2015)	
Total Continuous Improvement Office/KPO	136	\$14,760,665		132.65	\$ 5,240,878.30			126.1	\$5,709,363		\$ 9,058.17	\$46,525,393	
Total KOT	39.0	\$4,097,367		42.4	\$1,610,762			42.9	\$2,031,045		\$ 47,343.47	\$8,141,729	
Combined Total	175.0	\$18,858,032		175.1	\$6,851,640			169.0	\$7,740,408		\$ 9,535.64	\$54,667,122	

FTEs are affected by vacancies, secondments, on leave status and other staff movement.

KOT: some work by KOT staff was completed before the formal transfer of FTEs occurred.

KOT FTEs with Associated Salary and Benefits									
Health Region/Organization	FTEs Identified through Financial System (2013-14)	FTE Salary and Benefits (2013-2014)	FTEs Identified through Financial System (2014-15)	FTE Salary and Benefits (2014-2015)	FTEs Identified through Financial System (April - July 31, 2015)	FTE Salary and Benefits (April-July 2015)	FTEs Identified through Financial System (August-Dec 31, 2015)	FTE Salary and Benefits (August-Dec 31, 2015)	FTE Salary and Benefits - Total (2012 through Dec 31, 2015)
Saskatoon Health Region	13(2); 19(1)(b)								
Regina Qu'Appelle Health Region									
Five Hills Health Region									
PKPO									
35 (Linen)									
Total	4.0	\$402,555	39.0	\$4,097,367	42.4	\$1,610,762	42.9	\$2,031,045	\$8,141,729

FTEs are affected by vacancies, secondments, on-leave status and other staff movement.

13(2); 19(1)(b)

Summary of Budgeted FTEs by Positions (Aug-Dec31, 2015)

Roles/Positions	PKPO/KPO	PKOT/KOT
Director	19.1	5
Kaizen Specialist	81	45
Kaizen Fellow	1	0
Coordinator	19.3	1
Admn. Asst.	3	1
Total	123.4	52
Total (including KPOs and KOTs)		175.4

Director= Director; Executive Director

Kaizen Specialist = Kaizen lead specialist; planning lead; infrastructure lead; kaizen certification and training lead; lead specialists 5S/Kanban; lead specialist replications and standard work; lead special projects; certification and training lead; Kaizen infrastructure, project team lead; and training lead. Kaizen specialists; kaizen specialists supporting resource and demand optimization; kaizen and patient safety specialists; specialists communication; specialist PFCC; specialist Mistake Proofing; specialist replication and 5S/Kanban; specialist Daily visual management, project and policy specialists; and Measurement LILT

Workflow coordinator= Workflow coordinator; workflow specialist; kaizen coordinator, audit coordinator; and KPO coordinator

Administrative Asst. = Administrative assistant and confidential administrative Asst.

Summary of KPO Budgeted FTEs by positions							
	Director	Kaizen Specialist	Kaizen Fellow	Coordinator	Admn. Asst	KPO Total	Total for KPO/KOT
Cypress Health Region	13(2); 19(1)(b)						
eHealth Saskatchewan							
FHHR							
Heartland Health Region							
Keewatin Yatthe Health Region							
Kelsey Trail Health Region							
Mamawaten Churchill River Health Region							
Ministry of Health	1	3			1	5	5
Prairie North Health Region	13(2); 19(1)(b)						
Prince Albert Parkland Health Region							
Health Quality Council							
Regina QuAppelle Health Region							
Saskatchewan Cancer Agency							
Saskatoon Health Region							
Suncountry Health Region							
Sunrise Health Region							
3sHealth							
TOTAL	19.1	81	1	19.3	3	123.4	175.4

Summary of KOT Budgeted FTEs by positions						KOT Total
FHHR	13(2); 19(1)(b)					
HQC						
SKHR						
RQHR						
TOTAL	5	45	0	1	1	52

Appendix C – Financial System Calculated FTEs with Associated Salary and Benefits

Continuous Improvement Offices/KPOs FTEs with Associated Salary and Benefits											
Health Region/Organization	FTEs Identified through Financial System (2012-13)	FTE Salary and Benefits (2012-2013)	FTEs Identified through Financial System (2013-14)	FTE Salary and Benefits (2013-2014)	FTEs Identified through Financial System (2014-15)	FTE Salary and Benefits (2014-2015)	FTEs Identified through Financial System (April - July 31, 2015)	FTE Salary and Benefits (April-July 2015)	FTEs Identified through Financial System (August-Dec 31, 2015)	FTE Salary and Benefits (August-Dec 31, 2015)	FTE Salary and Benefits - Total (2012 through Dec 31, 2015)
Saskatoon Health Region	13(2); 19(1)(b)										
Regina Qu'Appelle Health Region											
Prairie North Health Region											
Kelsey Trill Health Region											
Five Hills Health Region											
Prince Albert Parkland Health Region											
Sun Country Health Region											
Cypress Health Region											
Heartland Health Region											
Sunrise Health Region											
Mamawetan Churchill River Health Region											
Kewatin Yatthe Health Region											
Saskatchewan Cancer Agency											
3sHealth											
eHealth											
MoH		2.6 + 2 secondments	\$346,427	4.5	\$385,215	4.1	\$358,709	4.33	\$100,231	5	\$ 153,916.00
Health Quality Council - PKPO											
Total	77.6	\$7,557,615.00	128.1	\$13,256,871	136	\$14,760,665	132.65	\$4,812,817	\$ 128.96	\$ 5,709,363.34	\$46,097,332

FTEs are affected by vacancies, secondments, on-leave status and other staff movement.
13(2). 19(1)(b)

KOT FTEs with Associated Salary and Benefits									
Health Region/Organization	FTEs Identified through Financial System (2013-14)	FTE Salary and Benefits (2013-2014)	FTEs Identified through Financial System (2014-15)	FTE Salary and Benefits (2014-2015)	FTEs Identified through Financial System (April - July 31, 2015)	FTE Salary and Benefits (April-July 2015)	FTEs Identified through Financial System (August-Dec 31, 2015)	FTE Salary and Benefits (August-Dec 31, 2015)	FTE Salary and Benefits - Total (2012 through Dec 31, 2015)
Saskatoon Health Region	13(2); 19(1)(b)								
Regina Qu'Appelle Health Region									
Five Hills Health Region									
HQC									
3S (Linen)									
Total		4.0	\$402,555	39.0	\$4,097,367	42.4	\$1,610,762	42.9	\$2,031,045

FTEs are affected by vacancies, secondments, on-leave status and other staff movement.

13(2), 19(1)(b)

Total CIO/KPO and KOT FTEs with Associated Salaries and Benefits											
All Health Regions/Organizations	FTEs Identified through Financial System (2012-13)	FTE Salary and Benefits (2012-2013)	FTEs Identified through Financial System (2013-14)	FTE Salary and Benefits (2013-2014)	FTEs Identified through Financial System (2014-15)	FTE Salary and Benefits (2014-2015)	FTEs Identified through Financial System (April - July 31, 2015)	FTE Salary and Benefits (April-July 2015)	FTEs identified through Financial System (August-Dec 31, 2015)	FTE Salary and Benefits (August-Dec 31, 2015)	FTE Salary and Benefits - Total (2012 through Dec 31, 2015)
Total CIO/KPO	77.6	\$7,557,615	128.1	\$13,266,283	136	\$14,760,665	132.65	\$ 5,240,878.30	126.1	\$5,709,363	\$46,097,332
Total KOT			4.0	\$402,555	39.0	\$4,097,367	42.4	\$1,610,762	42.9	\$2,031,045	\$8,141,729
Combined Total	77.6	\$7,557,615	132.1	\$13,668,838	175.0	\$18,858,032	175.1	\$6,851,640	168.9	\$7,740,408	\$54,239,061

FTEs are affected by vacancies, secondments, on-leave status and other staff movement.

13(2), 19(1)(b)

CONTINUOUS IMPROVEMENT/KAIZEN PROMOTION OFFICES

- We have 17 Continuous Improvement Offices/Kaizen Promotion Offices, including the Health Quality Council, and 12 Kaizen Operation Teams in health regions and other healthcare organizations to support the implementation of continuous improvement activities.
- We also have two Provincial Kaizen Operation Teams (PKOTs): One is focused on Safety and the other is focused on Emergency Department Waits and Patient Flow.
- In terms of staffing, 175.4 FTEs are assigned to these offices.
- The HQC coordinates and advances our health system's transformation by supporting continuous improvement training, reporting and shared learning.
- Our health region/organization continuous improvement teams work to improve health care delivery by:
 - Providing ongoing development and support to organizations or service lines;
 - Developing improvement plans to achieve breakthrough results using tools like *Rapid Process Improvement Workshops and Mistake Proofing activities*;
 - Driving continuous daily improvement and transparency through real-time, daily measurement and by aligning improvement efforts toward strategic goals; and,
 - Providing instruction frequently through "learning by doing" on the use of continuous improvement tools to improve quality, safety, and efficiency.

- Improvement staff often have responsibilities that stretch far beyond traditional continuous improvement activity work. For example they may also be involved in:
 - Patient and family care work (for example, supporting Patient Advisory Councils);
 - quality of care coordination and client concerns;
 - critical incident follow-up;
 - accreditation;
 - risk management; or,
 - strategic planning.

Background:

- There are currently 17 Continuous Improvement Offices/KPOs (including the Health Quality Council), and 14 Kaizen Operational Teams (2 Provincial KOTs and 12 Regional KOTs) in operation in the health system.
- A Kaizen Operation Team (KOT) performs the same functions as a Kaizen Promotion Office (KPO), but within a particular service line (such as surgical services or mental health).
- Currently 175.4 FTEs are allocated to Improvement Offices, KPOs and KOTs.
 - Appendices A and B breakdown and summarize the current **budgeted FTE counts** by position and by Region/Organization.
 - Appendix C describes the calculated FTEs with associated salary and benefit costs **using the financial system** as the source of data.
(As the two sources of data above are different in nature, small variations in FTE counts occur.)
- Continuous Improvement Office, KPO and KOT Salary and Benefits from 2012 through December 31, 2015 total \$54.7M (Appendix C – attached).

Naming Conventions for Continuous Improvement Offices/KPOs

- In most regions the office that focusses on continuous quality improvement is called the Kaizen Promotion Office (KPO).

- Heartland Health Region has never called their office a KPO. In this region the Quality Services Department is responsible for critical incident reporting, privacy, accreditation, risk management, concern handling, and continuous quality improvement.
- Recently, Prairie North Health Region made the decision to change the name of their office to the Quality Improvement Office.
- Given the recent establishment of the VP level Provincial Quality, Safety and Lean Management Committee (PQSLMC) that will be responsible for the integration and governance of quality, safety and lean, the Ministry of Health renamed its office to the Continuous Improvement Office.
- In June 2016, the naming of KPOs/continuous quality improvement offices will be reviewed by the PQSLMC to ensure that there is a clear and common understanding of the work that is undertaken by these areas.
- The current complete names of the 17 offices are included in Appendix B.

Non Responsive - File Path

Appendix A

Summary of Continuous Improvement Office, KPO and KOT FTEs by Position (Updated as of February 2016)

Summary of KPO Budgeted FTEs by positions						
	Director	Kaizen Specialist	Kaizen Fellow	Coordinator	Admn. Asst	KPO Total
Cypress Health Region	13(2); 19(1)(b)					
eHealth Saskatchewan						
FHHR						
Heartland Health Region						
Keewatin Yatthe Health Region						
Kelsey Trail Health Region						
Mamawaten Churchill River Health Region						
Ministry of Health	1	3			1	5
Praire North Health Region	13(2); 19(1)(b)					
Prince Albert Parkland Health Region						
Health Quality Council						
Regina QuAppelle Health Region						
Saskatchewan Cancer Agency						
Saskatoon Health Region						
Suncountry Health Region						
Sunrise Health Region						
3sHealth						
TOTAL	19.1	81	1	19.3	3	123.4

Summary of KOT Budgeted FTEs by positions					KOT Total
FHHR	13(2); 19(1)(b)				
HQC					
SKHR					
RQHR					
TOTAL	5	45	0	1	52

Update unavailable from Keewatin Yatthe Health Region. Estimated figures.

Appendix B

KAIZEN PROMOTION OFFICES/KAIZEN OPERATIONS TEAMS (Updated as of February 2016)

Continuous Improvement Office/Kaizen Promotion Office/Kaizen Operations Team	Location	Budgeted FTEs
Cypress Kaizen Promotion Office	Swift Current	13(2); 19(1)(b)
eHealth Saskatchewan Kaizen Promotion Office	Regina	
Five Hills Health Region Kaizen Promotion Office; KOT Acute, ER and Surgery, KOT Mental Health & Addictions, Primary Care and Public Health, KOT Continuing Care	Moose Jaw	

Continuous Improvement Office/Kaizen Promotion Office/Kaizen Operations Team	Location	Budgeted FTEs
		13(2); 19(1)(b)
Heartland Health Region Quality Services Department	Rosetown with some staff in Kindersley	
Keewatin Yatthé Health Region Kaizen Promotion Office*	Buffalo Narrows	
Kelsey Trail Kaizen Promotion Office	Tisdale with 1 staff in Melfort	

Continuous Improvement Office/Kaizen Promotion Office/Kaizen Operations Team	Location	Budgeted FTEs
Mamawetan Churchill River Kaizen Promotion Office	La Ronge	13(2); 19(1)(b)
Ministry of Health Continuous Improvement Office	Regina	5 FTE <ul style="list-style-type: none"> • 1 Director, • 3 Kaizen Lead Specialists • 1 KPO Administrative
Prairie North Quality Improvement Office	Main office: Lloydminster Satellite office: North Battleford	13(2); 19(1)(b)
Prince Albert Parkland Kaizen Promotion Office	Prince Albert	

Continuous Improvement Office/Kaizen Promotion Office/Kaizen Operations Team	Location	Budgeted FTEs
Health Quality Council	Saskatoon	13(2); 19(1)(b)
Regina Qu'Appelle Kaizen Promotion Office (KOT Surgery; KOT Medicine; KOT Mental Health and Addictions; KOT Primary Healthcare; and, KOT Long-Term Care.)	Regina	

Continuous Improvement Office/Kaizen Promotion Office/Kaizen Operations Team	Location	Budgeted FTEs
		13(2); 19(1)(b)

Continuous Improvement Office/Kaizen Promotion Office/Kaizen Operations Team	Location	Budgeted FTEs
Saskatchewan Cancer Agency Kaizen Promotion Office	Regina	13(2); 19(1)(b)
Saskatoon Kaizen Promotion Office (Surgical Services KOT; Adult Medicine Complex Care KOT; Maternal and Children's KOT; and, Finance and Support Services KOT.)	Saskatoon	
Sun Country Kaizen Promotion Office	Weyburn	

Continuous Improvement Office/Kaizen Promotion Office/Kaizen Operations Team	Location	Budgeted FTEs
		13(2); 19(1)(b)
Sunrise Kaizen Promotion Office	Yorkton	
3sHealth Kaizen Promotion Office	Regina	
Emergency Department Waits and Patient Flow Provincial Kaizen Operations Team	Saskatoon	
Safety Alert/Stop the Line Provincial Kaizen Operations Team	Saskatoon	

Continuous Improvement Office/Kaizen Promotion Office/Kaizen Operations Team	Location	Budgeted FTEs
17 KPOs (1 PKPO, 16 KPOs) 14 KOTs (2 PKOT and 12 KOTs)		Total FTEs CIO/KPO 123.4 + KOT 52 = 175.4 FTEs

*Update unavailable from KYRHA. Estimated figures.

**Kaizen Specialists perform a variety of tasks with many not directly related to Kaizen work.