



Tailor-made: A plan to fit our needs

The local health care system belongs to the people who live here; we are the ones who depend on it and use it.

So it makes sense that residents and health service providers have a say in how the health system is organized. And it also makes sense that the unique needs of the urban population of Toronto Central LHIN as a whole should be reflected in health service planning.

In the creation of its first Integrated Health Service Plan (IHSP), the Toronto Central Local Health Integration Network has described the priorities that residents and health service providers talked about at neighbourhood meetings and the action planning days for seniors, rehabilitation services and mental health and addictions services held in June.

To confirm that we'd heard those priorities correctly, planning advisory groups that helped to design the Action Planning Days met again to review the priorities identified.

From July through September, subject experts on each of the IHSP areas of focus completed thorough environmental scans and drafted comprehensive reports. These reports are informing and supporting the plan. Draft

Recommendations: how they have been prioritized

Step one

Each recommendation was assessed to ensure alignment with:

- The Ministry of Health's draft strategic directions
- The mandate of LHINs
- The needs of the Toronto Central LHIN: achieving integration of services/ improving service coordination and improving the health status of hard-to-reach populations

Step two

Each recommendation that passed step one was then assessed to determine how well it contributes to:

- Equal access to services and improving health status of the population
- Improving the quality of healthcare
- Enhancing the sustainability of the healthcare system and,

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reports were then sent to other subject experts to validate that there is solid evidence for each of the action items/initiatives identified to move each area forward and that we hadn't overlooked any issues. And on September 6 and 11, the planning advisory groups reviewed the reports.

The majority (an average of 87%) felt that we had done a good to excellent job of assessment, identification and analysis of issues. "Each LHIN has followed an engagement process to create its IHSP that is slightly different. Each is validating its plan in slightly different ways," says Laura Pisko-Bezruchko, Senior Director of Planning. "Given the diversity of our population, the range of health service provided and the complexity of the health system in Toronto, we've very pleased to have such solid support."

"However, that left us with 103 recommendations; far more than the LHIN and the health system could address in a three-year period," says Laura. "We had to find a way to identify

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- Renewing and affirming community engagement and partnerships.

Step three

Each initiative was assessed for

- the extent of supporting evidence and research
- the level of existing stakeholder support within the community.

a more reasonable number for the plan to ensure success and a positive impact on health of the population."

All of the projects/priorities identified have been put through a preliminary prioritizing process (see page 1). The resulting list will be considered by the Board of Directors this month in light of the resources available to begin work.

Next steps will be to translate and produce the plan prior to making it public in November.

Mental Health and Addictions in our LHIN

Did you know...

Mental health & addictions rank as the first and second causes of disability in Canada

- One in five Toronto Central LHIN residents 15 years and older will experience a mental health illness in their lifetime
- 30% of residents diagnosed with a mental illness will also have a substance abuse problem in their lifetime
- 37% of residents who abuse alcohol and 53% of those who abuse drugs also have a mental illness
- Approximately 15% of children and youth under the age of 19 have a mental illness or substance abuse disorder



The View From Here



Toronto Central Local Health Integration network (LHIN) is pleased to announce that Dan Sullivan was appointed by Order-In-Council on August 24, 2006 as Chair of the Board of Directors. In this introductory interview, Dan shares some thoughts.

Daniel Sullivan
Chair, Board of Directors

Why would an investment banker want to be involved with the Toronto Central LHIN? Dan Sullivan's answer is swift and to the point: "I believe Local Health Integration Networks (LHINs) can make a difference."

"My past experience on the Board of Directors at St. Michael's Hospital between 1987 and 2000 helped me to see that health care is a very complex business. I observed that there was a great deal that could be done with low execution risk to improve our health care delivery," says the former Vice-Chair of the Toronto Central LHIN's Board of Directors.

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Education and research in our LHIN

Education and research are fundamental components of the health care system.

Universities, colleges, hospitals and community agencies train the next generation of health care providers, provide continuing education to increase the skills of those working in health care and conduct research that leads to health care advancements and improved care.

- The nine academic hospitals fully affiliated with the University of Toronto alone train more than 13,100 students in any year.

Education and research help drive economic growth and innovation.

The high concentration of education and research activities conducted within the boundaries of the Toronto Central LHIN is a huge driver of economic growth and innovation.

- The University of Toronto's Academic Health Sciences Centre represents the largest placement of research funds in Canada and the fourth largest in North America.
- Toronto Central LHIN has some of the largest and most specialized hospitals in Canada. The academic hospitals affiliated with the University of Toronto have a total research investment of more than \$1 billion.

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And, he adds, "I find it exciting personally to learn a new field. I find a high degree of satisfaction in the work. It is touching to see what good health care can do to improve people's lives. I have really enjoyed getting to know the deeply committed people in field. I've developed many good friendships."

Dan is the Deputy Chairman of Scotia Capital. He has more than 35 years of corporate and investment banking experience. He has been Chair of the Board of Directors of the Toronto Stock Exchange and has served on many securities industry task forces and committees. He is currently the Chair of the Advisory Board of the Rotman School of Management at the University of Toronto.

From a business perspective, Dan is impressed with the comprehensiveness with which the province has set up LHINs. "The launch, the orientation of Chairs and CEOs, the selection of the board members and the infrastructure – have given LHINs a great start, a very sound basis on which to build," he says.

"We have an excellent board and management team with varied backgrounds and deep experience in a number of areas. These people are highly committed and dedicated. A great deal of time and effort has gone into developing our first Integrated Health Service Plan; it is well thought out and will have a direct impact on the residents of the Toronto Central LHIN. More direct input by the population into the health care services will bring needed change and improved quality of services."

"I've been very pleased with the responsiveness that we've had to our community engagement; also the support from the health service providers has impressed me," says Dan.

Execution of the plan, however, will be key to LHIN success. "It is important that we set realistic and achievable goals that can be executed in a reasonable period of time," he says. "We'll run into the inevitable speed bumps along the way, but those can be dealt with. It will be an ongoing process: as needs change, we'll need to alter our plan to accommodate those changing needs."

"I think Toronto Central LHIN's greatest contribution will be to act as a facilitator, bringing people and providers together to identify problems and helping them to work together to come up with solutions. "