

HE@LTHY POST

Spring 2008



Community engagement sessions held in January generated healthy dialogue concerning the future of the Peel Memorial Hospital site.

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Urgent health care priorities receive a funding boost

Local health care priorities including mental health and addiction services, maternal child services and health services for youth all received a healthy kickstart in the New Year with a \$2.3 million injection of funding from the Central West Local Health Integration Network (Central West LHIN).

A portion of the funds are also being targeted at improving access to health services for individuals who live in rural areas and for members of the local South Asian community.

“As we continue to move forward with transforming our local health system, funding these priority service areas will help improve equitable access to all communities within our LHIN,” says Joe McReynolds, Central West LHIN Board Chair.

\$1.8 million in funding is being distributed amongst six urgent health care priorities within the Central West LHIN, with the remainder of the \$2.3 million investment earmarked for addiction services.

News of the urgent priority funding came as a welcome boost to local health service providers eager to move their initiatives forward to better meet the health care needs of local residents.



Funding will help develop maternal child services that respond to the growing birth rate

Maternal child services and youth

“Funding for the Central West LHIN’s Child and Youth initiatives will provide a wonderful opportunity to take a good look at the service needs of the patients and families in our community and begin to address gaps by working together across agency boundaries,” says Linda Young, Director, Women’s and Children’s Healthcare Services and Family Medicine, William Osler Health Centre.

William Osler Health Centre is one of four health service providers in the Central West LHIN to be allocated funding for urgent priority services. With 10,000 births taking place in the area each year, the funding will support the recruitment of a clinical leader to help develop services that appropriately respond to the growing birth rate.

Funds will also be used to support bringing together key stakeholders to address service gaps affecting youth within the LHIN.

This initiative will build upon recommendations from a recent planning session and develop the means to consult with members of the community, particularly new mothers.

“The process will draw on the strengths of existing services and the knowledge of our care providers,” says Dr. Ivor Margolis, Chief of Paediatrics, William Osler Health Centre. “Ultimately, the funding will help us to work towards a comprehensive array of services to meet the needs of children, youth and families in our community.”

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Dr. Ivor Margolis, Chief of Paediatrics, William Osler Health Centre

Mental health and addictions services

“A collaborative group of cross-sectoral providers, including mental health, addictions and seniors’ services, have been working for over three years to determine how best to meet the unique needs of both seniors who acquire mental health and addictions problems, and adults with mental illness who experience a high incidence of physical health problems and age prematurely,” says Sandy Milakovic, CEO, Canadian Mental Health Association – Peel Chapter.

In efforts to better address the needs of this vulnerable population within the Central West LHIN, the Canadian Mental Health Association – Peel Chapter will use a portion of the funding they receive to train health care providers within the LHIN about individuals who are aging and who have mental illness and addictions issues, with the goal of enhancing understanding and equipping providers with the knowledge needed to better address the needs of those with mental illness and addictions as they get older.

“We are looking forward to working with the Central West LHIN to assist our seniors with mental health and addictions problems to achieve and maintain a healthy lifestyle.”

Funding will also be made available to Supportive Housing in Peel (SHIP) to enhance services to seniors with serious mental illness and to address gaps identified during community engagement activities. Additional supportive housing units will be supported to assist individuals in Dufferin County and Malton who are living with serious mental illness.

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“The clients, staff and Board of Directors at SHIP are sincerely appreciative to the Central West LHIN for recognizing the need for support service and housing for individuals with a mental illness in currently underserved areas in the Central West LHIN,” notes Laurie Ridler, CEO, Supportive Housing in Peel. “SHIP looks forward to developing relationships in Malton and Dufferin County through partnerships and collaborative opportunities. The funds being made available for this specific senior population will ensure stability and quality of life through the deployment of services that will specifically address their needs.”

“Many people in the Central West LHIN are affected by mental illness and addictions, either through suffering from an illness themselves or through the support of a family member, a friend, or a work colleague,” says Mimi Lowi-Young, CEO, Central West LHIN. “Funding these new initiatives will help people get the supports they need as early as possible.”

Primary care and hard-to-reach populations

“Community-based health services have never been so important and so needed,” says Marina Ellinson, Executive Director, Central West CCAC. “This funding will equip us with resources to enhance our work with local physicians’ offices in helping their patients access the care and support they need and to expand our services for culturally and geographically diverse populations.”

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Marina Ellinson, Executive Director, Central West CCAC

The Central West Community Care Access Centre (CCAC) provides care and support to people at home, in the community, or at school, following injury or illness or due to complications of age or disability. It also acts as a vital link to information on health and support services available in the community.

Access to publicly funded community-based health and support services are coordinated through the CCAC’s case managers who work in a variety of community and institutional settings, including in some physicians’ offices.

The CCAC will use its funding allocation to expand its case management model in local physicians’ offices so that even more patients will benefit from timelier access to health and support services coordinated by the CCAC.

With many of its clients living in remote communities, and others with culturally diverse backgrounds facing challenges accessing community-based care, the Central West CCAC welcomed additional funding to support efforts to improve services for harder-to-reach populations.

“Our CCAC provides service to people in urban as well as rural settings and also serves one of the most culturally diverse populations in Ontario,” says Dilys Houghton, Senior Director, Client Services for Central West CCAC. “This funding will allow us to further explore innovative, yet practical, ways to build service capacity to help us meet the unique needs of these populations.”

Achieving a milestone

The funding announcement marks a significant milestone in the journey embarked upon by the Central West LHIN and local health system partners to improve access to health services.

“We know these priorities are pressure areas for our LHIN,” says Lowi-Young. “We are addressing issues raised during our community engagement sessions that helped us create our initial Integrated Health Services Plan (IHSP).” The IHSP lays the foundation for health system transformation within the Central West LHIN’s geographic boundaries over the next three years, outlining local health care priorities and how they will be addressed.

The Central West LHIN is one of 14 local health integration networks in Ontario to access the new urgent priority funding investments which are dedicated to supporting key local health care priorities in each LHIN. ■

How the priority funding breaks down

Mental Health & Addictions Funding (\$1,152,000)

Canadian Mental Health Association, Peel - \$199,000

Supportive Housing in Peel (SHIP) - \$953,000

Addiction Services (\$553,500)

Maternal Child Services (\$75,000)

William Osler Health Centre

Child Health Initiatives (\$140,000)

William Osler Health Centre

Hard-to-Reach Populations (\$140,000)

Central West Community Care Access Centre

Primary Care Case Managers (\$300,000)

Central West Community Care Access Centre

Health system planning starts with our communities

With a mandate to oversee the funding, planning and integration of health care services based on local health needs, the Central West LHIN is committed to doing so by actively engaging the people in our communities who use those services.

Who better to tell us what you need in terms of services, and where you need them, than those of you who rely on the health system throughout your lives.

Late last year, the Central West LHIN launched the Health System Planning Project (HSSP) to help create a detailed long-term vision and plan for what our local health system should look like. Taking into account the multitude of both community and hospital services currently

available in the LHIN, the HSSP focuses on how we will deliver these services in an integrated way so that community residents experience health care that is better coordinated as they move from one service to another.

“In helping to define that vision and plan, we are closely examining both community-based and hospital-based services within our LHIN, including the hospital sites of Headwaters Health Care Centre and William Osler Health Centre,” says David Colgan, Senior Director of Planning, Integration and Community Development, Central West LHIN. “The HSSP will take into consideration all health care services within our geographic boundaries which stretch from Dufferin County to Brampton to parts of Mississauga, Etobicoke and Vaughan.”

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The HSSP will help define what services will be needed within the LHIN in the long-term, and how these services can best be distributed and integrated across the LHIN to meet community needs.

Based on earlier community feedback we received during the development of our three-year Integrated Health Service Plan (IHSP) we know that improved access to services is a key underlying factor in generating a long-term plan for health system improvement.

Realizing a long-term vision for health care in the Central West LHIN

With HSSP community engagement activities already well underway, the Central West LHIN is seizing the opportunity to meet with health care providers, labour representatives, the Board of Trade, community associations and individuals, all of whom have important insights to share regarding how to best use available resources to meet the health care needs of communities in central west Ontario.

Strong community input is vital to the HSSP to appropriately reflect long-term community needs. Sessions inviting community input have already been held in Brampton, Caledon, Rexdale/Etobicoke, Malton, Shelburne and Orangeville.

Based on input from these sessions and others, and with the support of the consulting firm, PricewaterhouseCoopers, the Central West LHIN will develop a phased plan for health care services offered in the LHIN that goes to 2019. First phase improvements focus on 2009, followed by improvements for 2014 and 2019.

Important considerations during the vision and planning process will be the Central West LHIN's existing client priorities for change as outlined in the IHSP: maternal/child services; mental



The Central West LHIN has met with health care providers, labour representatives, the Board of Trade, community associations and individuals to help define what health services will be needed in the LHIN over the long-term.

health and addiction services; palliative/end-of life services; rehabilitation; services for seniors; as well as priorities that include: chronic disease prevention and management; primary care linkages and responsiveness to cultural diversity.

Our Vision

To create a local health system that helps people stay healthy, delivers good care when they need it and will be there for their children and grandchildren.

The Health System Planning Project will define a long-term vision and plan for the local health system to 2019 with a focus on:

- Linking to or developing promotion and prevention management services
- Building strong linkages with primary health care (family physicians)
- Increasing access to services
- Increasing community-based services
- Improving the patient experience across the entire health system
- Incorporating the best available evidence-based health practices
- Ensuring ongoing sustainability
- Developing a fully integrated primary health care, community and hospital-based system

Generating a vision for Peel Memorial Hospital site

As the HSSP reviews hospital-based services at both Headwaters Health Care Centre and William Osler Health Centre, an important aspect of those reviews includes plans for how to best use the Peel Memorial Hospital site of William Osler Health Centre.

“The site was closed in October with the opening of the new Brampton Civic Hospital, and we know community interest is high as to how this site will serve the health care needs of Central West LHIN residents in the future,” says Mimi Lowi-Young, CEO, Central West LHIN.

To that end, the Central West LHIN created a community-focused Task Force to study and

provide recommendations on the health needs of our communities with a particular focus on the future use of the Peel Memorial Hospital site. Chaired by Terry Miller, Vice Chair, Central West LHIN Board of Directors, the Task Force held its first meeting in December and has since tabled its final recommendation on the Peel Memorial Hospital Site to the Central West LHIN Board of Directors.

The Task Force recommendation will be included as part of the Central West LHIN’s HSSP which is slated to be completed by the end of April. ■

Addressing mental health and addictions issues in Central West

When it comes to health care, what often immediately comes to mind are people facing physical illness or injury, yet one in five Canadians will face a mental health issue at some point in their lives.

With that in mind, the Central West LHIN recently launched a series of Open Forums in Dufferin County where it recognizes that gaps in mental health and addictions services currently exist. The Forums are a stepping stone to improving access to services in the area.

Six sessions dedicated to specific audiences were held in Orangeville and Shelburne including ones for current users of mental health and addictions services, for family members of users, and for providers and associated providers of mental health and addictions services.

“Attendees at all sessions were invited to share their insights with the Central West LHIN with regards to identifying what services they believe should be provided in Dufferin County,” says facilitator Jenny Carver. “We also gained their perspectives on how to make sure people with mental health needs and/or addictions can

easily find out about existing resources that can help address their needs, and how services can be woven together to assist people in their recovery.”

Attendees were also asked to highlight some of the special concerns faced by people living in rural areas.

The information will form part of an in-depth look at mental health and addictions services in Dufferin County that will also include a review of data collected from both hospital and community mental health and addictions service providers, a look at evidence-based practice taking place in similar communities elsewhere in other parts of Canada and beyond, and continued input from community agencies, family and consumer representatives, and other partners in the health system.

“This is an opportunity to fully grasp the current demand for services, identify where the gaps in service exist, pinpoint which practices within the health system are working well, and ultimately, to develop solutions in a collaborative manner that build a community-wide approach to addressing the needs in Dufferin County.” ■

Community-focused task force heeds community input Forwards recommendation for Peel Memorial Hospital site to Central West LHIN Board

Unwavering in its resolve to fulfill an important aspect of its mandate, a community-focused task force has submitted its final recommendation to the Central West LHIN Board of Directors concerning the future of the Peel Memorial Hospital site.

The Task Force launched its work in December 2007 with a mandate to develop a plan for the health needs of the community with a particular focus on future use of the Peel Memorial Hospital site. The site closed in October with the opening of the new Brampton Civic Hospital.

Representing community agencies and associations, local municipalities, labour organizations and Board members of the Central West LHIN, the Task Force is a component of the LHIN's larger Health System Planning Project which is looking at a long-term phased-in health care services plan for the entire LHIN that will address community needs to 2019.

Following extensive consultations with patients, health care providers, community organizations, faith associations, business and labour representatives and the general public, the Task Force recommended redeveloping the Peel Memorial Hospital site to include the following services:

- Urgent care centre
- Ambulatory care centre (outpatient-based services including women's health and children's health, mental health and addictions services)
- Surgical care centre (day surgery)
- Non-acute inpatient beds (i.e. complex

continuing care, rehabilitation, specialized geriatric services)

- Health administrative services
- Non-health complementary services (possibly services such as: employment, literacy, and immigrant or refugee services).

An urgent care centre has the capacity to treat sore throats, earaches, coughs, fevers, leg and arm injuries, cuts, burns, insect bites, allergies, skin rashes, infections, eye problems, stomach pains and workplace injuries, among other ailments.

The Task Force recommendation also supports the potential to add inpatient beds to the facility. "Reflecting a high priority identified by the public, we also determined that the ultimate goal for redevelopment of the site should be a full service hospital as the community's needs require," says Terry Miller, Task Force Chair and Vice Chair, Central West LHIN Board of Directors.

Since the hospital site closed in October, local residents and health service providers have been passionate about wanting to maintain the site to meet the ongoing care needs of the community.



Local media provided extensive coverage of the Central West LHIN Task Force and its work addressing the future of the Peel Memorial Hospital site.

Engaging the community in site planning

The Task Force went about its work swiftly and with extensive community input, inviting local residents to share their views at two highly-publicized community meetings held in January.

Transparency was a key factor throughout the Task Force's work, with the public invited to attend Task Force meetings. Local residents and other interested parties could also e-mail the Task Force with their submissions. In-person and written presentations directly to the Task Force were made by the Registered Nurses Association of Ontario (Peel Chapter), the Brampton Board of Trade, the Brampton Downtown Development Corporation, Erinoak Kids and individual residents from Brampton.

Task Force minutes were posted on the Central West LHIN's website, and coverage of the Task Force's work was frequently reported through local media.

"Peel Memorial Hospital played an important role in our community's health care for many years," says Miller. "We've been given the opportunity to revitalize the hospital site to make sure that it continues to serve the community for years to come, and having the community's input was vital to that process."

Going behind the scenes in developing the final recommendation

A significant factor in identifying possible uses for the former Peel Memorial Hospital site lay in gathering and evaluating input from the Central West LHIN community about its future.

Every perspective received by the Task Force through the community consultation sessions, and in-person and written submissions was given due consideration in shaping its final recommendation.

The Task Force also reviewed data and information to ensure its final recommendation reflected overall long-term health care planning for communities in the Central West LHIN. This included looking at how much service currently exists in the Central West LHIN, how people use those services, the health status of the current population, and projections for the future population.

The recommendation will be included as part of the LHIN's Health System Planning Project report to be completed by the end of April.

The Central West LHIN anticipates that redevelopment of the Peel Memorial Hospital site will begin during the 2009/2010 fiscal year. ■

Central West LHIN Task Force

Terry Miller, Vice Chair, Board of Directors, Central West LHIN (Chair)

Ken White, Supervisor, William Osler Health Centre

John McDermid, Chair, Board of Directors, Headwaters Health Care Centre

Ron Groshaw, M.D., Board Member, CANES Home Support Services

Kate Jedan, Board Chair, Canadian Mental Health Association – Peel

Charlie Courneyea, President, Brampton and Mississauga Labour Council

Emil Kolb, Chair, Region of Peel

Susan Fennell, Mayor, City of Brampton

Elaine Moore, Councillor, City of Brampton

John Sanderson, Councillor, City of Brampton

Grant Gibson, Councillor, City of Brampton

Suzan Hall, Councillor, City of Toronto

Allan Thompson, Councillor, Town of Caledon

John Oosterhof, Warden, County Council, County of Dufferin

Joe McReynolds, Chair, Board of Directors, Central West LHIN

Kuldip Kandola, Board Secretary, Central West LHIN

Anita Gittens, Board Member, Central West LHIN

Maintaining a focus on diversity

Located within one of the most culturally diverse regions in Ontario, the Central West LHIN recognizes the importance of making sure that local residents have equitable access to local health services.

Over the past several months, numerous activities to support this direction have taken place in the LHIN, as highlighted in the LHIN's Diversity and Inclusivity Report.

Not the least of these was a training session for Central West LHIN Board and Senior Management team members designed to enhance understanding of the elements of diversity and the importance of appreciating all aspects of it within a health care setting.

"It's important that we, as senior leadership, work hard to appreciate what it means to be a

community resident facing barriers to accessing our local health system," says Joe McReynolds, Central West LHIN Board Chair. "We must move forward with our health system partners in addressing where the impact of diversity limits access to health services within our LHIN."

Engaging local health system partners, and others beyond the geographic boundaries of the LHIN was the primary focus of a thought-provoking and informative Diversity and Inclusivity Day hosted by the Central West LHIN in the fall. Attracting more than 125 health care providers (please see Bulletin #13 – December 2007, on our website for more details), the session focused on generating new opportunities to address barriers people currently face to accessing health services. ■



A highly interactive Diversity and Inclusivity Day focused on generating new opportunities to address barriers that people currently face in accessing health services.

Realizing a health system that helps people age at home

For many, aging is and can be a positive experience. For others, aging accompanied by illness can be a lonely and sometimes stressful time, often marked by a sense of loss as the prospects for continuing to live independently fade.

But that picture is about to change for people living in the Central West LHIN as it prepares to invest \$21 million in an Aging at Home strategy over the next three years. With \$2.7 million in funds set to start flowing into the LHIN for the 2008/09 year, Aging at Home has been a hot topic of discussion in recent weeks.

Through a comprehensive mix of community-based services, the Aging at Home initiative is designed to help seniors to stay healthy and live independently and with dignity as long as possible in the comfort and security of their own homes. Services to Seniors is one of the LHIN's leading priorities for local health system change.

Recent studies show that 85 per cent of people over the age of 65 want to continue to live at home.

"This initiative is a win-win situation for both seniors and the local health system," says Mimi Lowi-Young, CEO, Central West LHIN. "In supporting seniors to live independently in their own homes, we're also helping to relieve pressures in our local hospitals and long-term care homes where seniors without proper access to health services often end up."

The development of the local Aging at Home Detailed Plan and release of first-year funding for Aging at Home initiatives aims at improving services to seniors in their own homes. The funding targets increasing the overall mix and number of services that support seniors to stay healthy and live safely at home with a strong focus on innovative programming that provide new preventative and wellness services and exploring partnerships in the LHIN's diverse communities and with non-traditional service providers.



The Central West LHIN's francophone community was among the many seniors called upon to validate initial planning for Aging at Home services that will help people to continue living independently in their own homes as they age.

Shaping aging at home services for seniors

To get the ball rolling on more well-defined plans to support seniors' health, health service providers and community organizations in the Central West LHIN were invited to formally propose services that support seniors to continue living in their own homes as part of the LHIN's local Aging at Home Strategy. They did so through the LHIN's Health System Improvement Pre-Proposal (HSIP) process which allowed the LHIN to make a preliminary assessment of proposals in keeping with health system priorities and needs, and the financial feasibility of each proposal, before more detailed business plans were developed.

Themes raised through this process were grouped into ten clusters that address the specialized needs of seniors

- Alzheimer's
- Supportive Housing
- Volunteers (i.e. seniors self-help volunteer groups)
- Congregate Dining (including social and recreational activities)
- Adult Day Services
- Home at Last (i.e. homemaking, home maintenance, care coordination)
- Specialty Programs
- Innovation/Wellness (i.e. social, health and preventive aspects of care)
- Tele-check (daily phone call to seniors and assistance when they need help)
- Transportation (i.e. to medical appointments, recreational services, etc.)

Proposals that most closely aligned with the Aging at Home Strategy were invited to submit detailed business plans in January. Remarkably, 58 per cent of the proposals are viewed as innovative, far exceeding the Ministry of Health and Long-Term Care's expectation of 20%.

To help validate the proposed direction for Aging at Home that has been outlined in the Central West LHIN's Detailed Plan, the LHIN turned to local seniors. On February 19th and 22nd, three Public Validation Sessions were held in Shelburne, Etobicoke and Brampton and attracted more than 110 seniors whose insights were called upon to confirm whether the Central West LHIN's initial planning for Aging at Home services was on track. Overall, seniors in attendance at the sessions indicated support for the initiatives being considered in the first year.

As services are introduced over the coming year, the Central West LHIN will continue to engage local seniors to make sure the initiatives being provided are addressing their needs to remain living in their own homes.

"The projects rolling out in year one are only the beginning," says Joe McReynolds, Board Chair, Central West LHIN. "We will continue to work with seniors, emerging seniors and providers as well as community organizations and service groups to ensure that projects in years two and three build upon the momentum that has been created." ■



EVENTS

April 22

Celebrating Innovations in Health
Care EXPO 2008

April 23

Aging at Home Innovations
Showcase

April 23

Open Board Meeting

May 14

Services for Seniors Core Action
Group Meeting

May 28

Open Board Meeting

June 4

Mental Health & Addictions Core
Action Group Meeting

June 11

Services for Seniors Core Action
Group Meeting

June 16

Health Professionals Advisory
Committee

June 25

Open Board Meeting

July 2

Mental Health & Addictions Core
Action Group Meeting

July 9

Services for Seniors Core Action
Group Meeting

July 21

Health Professionals Advisory
Committee

July 23

Open Board Meeting

August 6

Mental Health & Addictions Core
Action Group Meeting

August 13

Services for Seniors Core Action
Group Meeting

August 27

Open Board Meeting

Central West LHIN among presenters at Innovation Exchange

The Central West LHIN was among five of the 14 local health integration networks invited by the Ministry of Health and Long-Term Care to present at its 'Aging at Home' Community Innovation Exchange on February 20th.

The Innovation Exchange offered staff from LHINs and health service providers across the province the opportunity to hear firsthand from the The Honourable George Smitherman, Minister of Health and Long-Term Care about the province's vision for the Aging at Home Strategy while also learning more about innovative Aging at Home activities taking place in communities across Ontario.

The intent of the exchange was to inspire LHINs and health service providers to be innovative in the development of programs and services that could be made available to seniors in the community that would support them to continue living within the comfort and safety of their own homes.

"We were pleased to be invited by the Minister to speak to one of the many innovative strategies for Aging at Home being considered for implementation in our LHIN," says Mimi Lowi-Young, CEO, Central West LHIN. "This was an exceptional opportunity to not only share what is happening within our LHIN, but also to learn what others across the province are doing to address seniors' health needs in keeping with the Aging at Home Strategy."

The province has made an unprecedented \$700 million investment over the next three years to provide support to seniors to stay healthy and live with dignity and independence in their own homes. ■

Central West LHIN CEO appointed Regent for Canada

Congratulations to Central West LHIN CEO Mimi-Lowi Young who was recently appointed Regent for Canada by the American College of Healthcare Executives (ACHE). Lowi-Young will represent Canadian members on the College's Council of Regents for a three-year term from 2008-2011.

A member of both the ACHE and the Canadian College of Health Service Executives, she brings over 30 years experience as a senior health care executive to her role.