

Community

Engaging the Community

The WWLHIN has actively encouraged and planned community engagement activities as part of its annual planning process. Meaningful community engagement supports the WWLHIN's goals to inform, educate, consult, involve and empower stakeholders in health service planning and decision-making processes. Supporting our diverse communities is achieved through a number of engagement activities.

2009 - 2010 activities included:

- 4 Rural Health Forums
- Presentations to community groups and 20 municipal councils
- 5 Addictions & Mental Health consultations
- 2 Champions of Change Symposiums
- Surveys, focus groups, public displays, doctor engagement sessions, and more

For more information visit our website www.wwlhin.on.ca or email the WWLHIN at waterloowellington@lhins.on.ca.



WWLHIN Fast Facts



The WWLHIN is responsible for planning, integrating, coordinating, and funding:

- 8 Hospitals
- 1 Community Care Access Centre
- 34 Community Support Services
- 22 Community Mental Health and Addictions Services
- 35 Long Term Care Homes
- 4 Community Health Centres

The WWLHIN:

- Has an annual budget of \$876 million
- Serves a population of over 750,000 with a 90% rural geographic base
- Has nine family health teams and three public health units



LIVE AND LIVE WELL IN WATERLOO WELLINGTON

Waterloo Wellington Local Health Integration Network

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The WWLHIN has moved!

WWLHINformation Report to the Community 2009-2010

Message from the Chief Executive Officer



One of the main roles of the WWLHIN is to lead the transformation of the health system to one that is person-centred, integrated, and sustainable. This means working

closely together with health service providers, listening carefully to local residents, and relying on the expertise and experience of a dedicated team of staff. The realization of such a complex mission takes vision and teamwork guided by strategic values – accountability, community, innovation and integrity. Throughout 2009 - 2010:

Accountability was demonstrated through significant progress. Our health service providers delivered top five results in six of the 11 provincial accountability targets – including wait times for hip and knee replacements, cancer surgery and more.

Community involvement continued to be an essential ingredient in the work of the WWLHIN. Over the past year, our engagement activities opened valuable conversations with people with unique

needs and new ideas to improve the patient experience.

Innovation was expected and actively encouraged across the WWLHIN. Over the past year, a commitment to new approaches was demonstrated by community members, health service providers and the WWLHIN as we all came together to develop the next three year strategic plan, Working Together for a Healthier Future, Integrated Health Service Plan, 2010 - 2013. Eight priorities have been identified, and results will be achieved through the hard work and dedication of all partners.

Integrity was at the forefront as we developed the Integrated Health Service Plan, focusing on the best interests and needs of our residents. Open, transparent and evidence supported decision making leads to the achievement of a sustainable local health system.

Throughout this report, you will find examples of our progress guided by these important values. You can also find more information on our website www.wwlhin.on.ca. I look forward to your comments and suggestions as we continue our work to build an integrated and sustainable health system for Waterloo Wellington.

Bruce Lauckner
Interim CEO

WWLHIN Mission/Vision and Role

The Waterloo Wellington Local Health Integration Network (WWLHIN) is responsible for planning, coordinating, integrating and funding health services in Waterloo Region, Wellington County and South Grey County.

WWLHIN Vision

The WWLHIN's Vision supports the Ministry of Health and Long-Term Care's Vision, as it provides a common direction for the LHINs and all health service providers in Ontario.

A health care system that will keep people healthy, will get them good care when they are sick, and will be there for their children and grandchildren.

WWLHIN Mission

Inspiring people to improve quality of life now and in the future through collaborative relationships and health system integration.

Accountability

Successes to Celebrate

The WWLHIN was the first in the province to have all of its hospital Emergency Departments (EDs) pilot the successful Process Improvement Program (PIP) to reduce ED wait times and improve patient satisfaction. As part of the program, hospital staff and doctors took a lead role in streamlining and improving ED procedures and processes. As a result, a number of initiatives were undertaken at local hospitals, including:

- The implementation of an electronic tracking board at Cambridge Memorial Hospital that displays patient information and allows hospital managers to evaluate patient flow and make adjustments to meet targets for wait times and length of stay.
- The implementation of a new 'See and Treat' area in the emergency department at Guelph General Hospital to care for patients needing minor treatment who are well enough to walk in and out of the department on their own. As a result of the program, See and Treat patients are getting their care and going home more than 2.5 hours faster on average.

- The development of new data tools at St. Mary's General Hospital to improve patient flow and coordination across the hospital. One of these tools is the innovative "Mobile Analytics Reporting System" known as MARY which provides real-time reports and alerts to staff BlackBerrys.

** Our hospital successes and learnings are now being used by other hospitals throughout the province.*

Grand River and St. Mary's General Hospitals were also selected to participate in the second year of the government's Pay-for-Results program which rewards hospitals for meeting ED wait time reduction targets. The hospitals received almost \$2.4 million to help meet these targets.

St. Mary's was recognized as one of the top seven performers in the province. As a result, the hospital received one-time performance funding of \$530,000 for sharing best practices with other hospitals to help them improve their performance.

Achievements

As a result of initiatives to reduce ED wait times, wait times have decreased in the WWLHIN for all patients by 15%.

Last year, WWLHIN emergency department (ED) patients spent 1 hour or 13% less time in the ED than the year before.

The WWLHIN exceeded wait time targets and achieved Top 3 Rank provincially for all priority surgical procedures.

The WWLHIN has the shortest wait times in Ontario for hip and knee replacements.

332 new long-term care beds will open across the WWLHIN by the end of 2012.



Current Challenges

Alternate Level of Care (ALC)

ALC refers to patients whose active treatment phase in hospital is complete and their health care professional has recommended a more appropriate care setting such as restorative care, hospice, long-term care, or their own home with supports. Approximately 17% of hospital beds are occupied by patients who could be discharged to another level of care. Helping ALC patients access care in a more appropriate setting helps to move patients through the hospital faster, reducing emergency department wait times and ensuring patients receive the right care, by the right provider, at the right time, at the right place.

The WWLHIN has implemented a number of initiatives to support its goal to decrease the percentage of ALC days by the end of 2011 to the provincial target

of 9.46%. These initiatives include: Geriatric Emergency Management Nurses, transitional care beds, the Home First philosophy, and a number of Aging at Home programs.

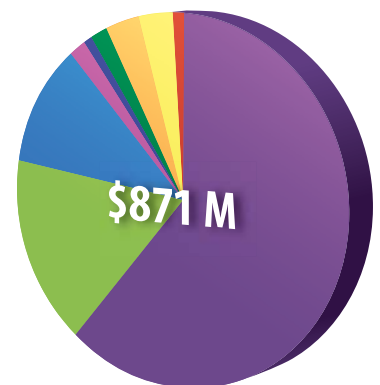
MRI Wait Times

While over the past three years the WWLHIN has gone from having the

longest MRI wait time in the province to the third shortest, work still needs to be done to bring wait times down to the provincial target of 28 days. The WWLHIN is working together with diagnostic imaging providers to increase capacity and identify efficiencies to reduce these wait times.

How did the WWLHIN allocate \$871 million in 2009 - 2010?

61.4%	Operations of Hospitals
16.0%	Long Term Care Homes
10.8%	Community Care Access Centre
1.8%	Community Support Services
0.7%	Assisted Living Services in Supportive Housing
1.7%	Community Health Centres
3.2%	Community Mental Health
3.4%	Specialty Psychiatric Hospitals
1.0%	Addictions



Innovation

Working Together for a Healthier Future – Integrated Health Service Plan (IHSP), 2010 - 2013

In partnership with health service providers and local residents, the WWLHIN has updated the community's first strategic plan for Waterloo Wellington's health system. Working Together for a Healthier Future, IHSP 2010 - 2013 builds on the previous plan, IHSP 2007 - 2010, and provides further focus and direction for our local health system transformation.

As part of the plan, organizations and networks will be accountable for delivering priority initiatives and their organizational performance will be measured by the success of the initiatives they are leading. Through this approach, the WWLHIN and health service providers can focus their collective efforts on addressing the gaps identified by our communities, which are organizational efficiency, long-term sustainability, outcomes and results.

The plan focuses on eight priorities:

- Improving patient safety and enhancing quality of care
- Improving wait times for MRI exams
- Improving access to emergency department (ED) care
- Improving access to primary care
- Improving access to and coordination of, addictions and mental health services
- Improving chronic disease prevention and management (including diabetes)
- Improving outcomes for stroke patients through integrated programs
- Decreasing alternate level of care (ALC) days

Keys to Success

Innovation in eHealth, health human resources, and strategic leadership have been identified as essential enablers for effective health system improvement and transformation. As a result, the WWLHIN has driven innovative community partnerships that include each of these keys to success.

eHealth - HEALTHeCONNECTIONS Project

The WWLHIN implemented the national demonstration HEALTHeCONNECTIONS project. This two-year project focuses on a clinical transformation model for chronic disease management, specifically diabetes care, using a secure information technology network to provide a patient portal for enhanced diabetes self-management as well as information sharing between health care providers.

"The HEALTHeCONNECTIONS project has demonstrated how eHealth technology can support the move to a more person-centred and multi-disciplinary approach to chronic disease management."

— Glenn Holder, Chief Information Officer, WWLHIN

Trevor, a 79-year-old resident of Salem, used the portal everyday to manage his diabetes by entering in his blood sugar, blood pressure, weight, and exercise online.

"Using the portal keeps me on track. If there are any concerns, my nurse messages me and shares the data with my doctor. I like knowing someone is watching. It keeps me accountable."



Strategic Leadership - Rural Health Care Review

In January 2009, a Rural Health Working Group was formed to review the current health challenges faced by rural residents within the WWLHIN and to identify strategies and opportunities to support the planning and delivery of sustainable health services and programs for these residents. The group released a report outlining nine recommendations to improve access to and the quality of health services available in rural communities. The WWLHIN's new Rural Health Care Lead is currently working to implement the report recommendations, including the creation of a Rural Health Network. To read the report, please visit the WWLHIN website at www.wwlhin.on.ca.

Health Human Resources – Governance Excellence

Over the past year, the Laurier Executive Development Centre developed and implemented a program that focuses on the unique needs of boards leading organizations operating in the health care system. The WWLHIN was instrumental in working with the Centre to develop and promote this learning opportunity for local health sector boards.