

LHIN Central West LHIN focus

Keeping in touch with you and the community about health issues

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Building our Health System

Understanding LHINs

Its all about the system

"I can get better help for my dog from a vet," fumed the young man in frustration. "Yet, I can't find a doctor for my elderly friend and I don't know how to get her home care like a nurse or someone." He had befriended the elderly widow some years ago when he worked looking after her yard to help pay for his university. She was fairly house-bound by severe arthritis and after her husband

died she had few family contacts left to rely on. One of the few people to see her deteriorating lifestyle up close was the young man who came to do odd jobs, have a cup of tea and listen to her retell stories about how she met her husband during the war.

A local doctor and neighbour did respond and helped stabilize the medical and living arrangements of the woman. After the young man graduated from university the woman passed away at home in her sleep.



Ontario

Central West Local Health
Integration Network



Building our Health System *continued*

Many of us have examples of stepping in to help someone needing support from the health system. These challenges are becoming less demanding as our health care system improves, in part, through the work of the Local Health Integration Networks (LHINs).

Certainly, had the LHINs been in place a decade ago, the young man might not have had to knock on a neighbour's door pleading for help. Today, he could call 310 CCAC and get the help needed from one of the Community Care Access Centres (CCACs) that are funded by the Local Health Integration Networks. (CCACs have served Ontarians for years, but became even more coordinated after 43 previously existing CCACs were amalgamated into 14 organizations and aligned with the respective LHIN office.)

LHINs Lead Local Health Care Transformation

Today, there are many examples of how the LHINs are leading the local health system, helping plan better services and funding health service providers in communities across Ontario.

The LHINs still have much to do. But because of their commitment to listening to the community we are beginning to see major changes in the health system that better serve tax payers and their families who are looking for help, health and healing.

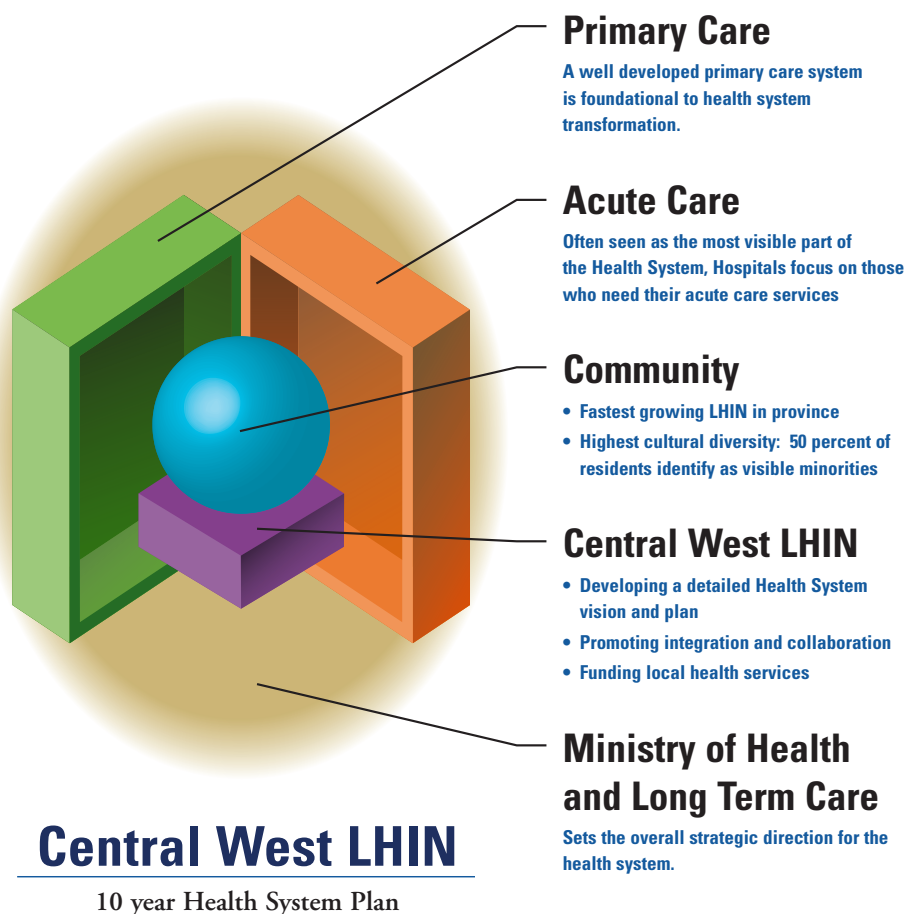
Coming out of the Ministry of Health and Long Term Care's (MOHLTC) announcement to transform healthcare in Ontario, the Local Health Integration

Networks are key actors in building an improved and sustainable health care system across Ontario.

Based on the principle that health care is best planned and funded locally, fourteen LHINs were set up across Ontario. According to the Ministry of

Health, "LHINs are a critical part of the evolution of health care in Ontario from a collection of services to a true system that is patient-focused, results driven, integrated, and sustainable."¹

The creation of the LHINs is not just a change in proximity for health system



The Central West LHIN has developed a ten-year Health System Plan to create a strong foundation of integrated community-based health services, or primary care, which is fully supported by well functioning hospitals, or acute care. The Health System Plan is a detailed vision and plan for the development of a comprehensive and integrated system of community and hospital based health services to 2019. The Health System Plan is about providing an individual the right care, at the right time, in the right place.

administration it is “a new philosophy as well. At the heart of the LHINs’ mission is to better integrate the provision of local health services, realizing both greater efficiency and more effective care, while fundamentally changing the relationships between health care administrators, providers and patients.”²

The Central West Local Health Integration Network (LHIN)

Working closely with local hospitals, community health centres, community care access centres, community services, mental health and addiction agencies, and long term care homes, the Central West LHIN is building a health care system that is responsive to the local communities they serve.

The Central West LHIN works with health service providers to plan, fund, coordinate and integrate health services for residents in Brampton, Caledon, Etobicoke, Malton, Orangeville, Rexdale, Woodbridge, and throughout Dufferin County.

This is one of the fastest growing and diverse regions in Ontario and the Central West LHIN is committed to responding to the needs of the various cultural groups. “The Central West LHIN takes an active role in supporting and developing culturally appropriate healthcare locally,” said Baldev Mutta, Executive Director of Punjabi Community Health Services. He was responding to the Central West LHIN receiving an award at the Fourth Annual South Asian Heritage Day and Awards Ceremony which recognized the LHIN’s outstanding contribution to the community for its role in building grass roots organizations that provide culturally appropriate health services.

Visions of better health care

Working from the grassroots up is part of the LHIN mandate. Besides working with those who are actually delivering health care, LHINs across Ontario seek out the input of individuals who use the health care system. Every three years the LHINs update their Integrated Health Services Plan (IHSP) and hold a series of community meetings to ensure the IHSP has input from the public. The original IHSP provided planning for 2007-2010 and is now being updated to 2013.

The Central West LHIN went a step further and held extra public consultations last year to develop a full Health System Plan that looks at health care delivery as a system and outlines the development of that system for the next ten years.

The Central West LHIN has a vision for a health system that values ethno-cultural diversity and works to improve access for all residents of the Central West LHIN.

The Central West LHIN also has a vision for a seniors-friendly health care system that is built on the needs of seniors and their caregivers, that is coordinated and easy to navigate, and that provides a broad range of quality and timely services across the continuum. This seniors-friendly system of services will maintain seniors’ independence in the community and be close to home.

Services for mothers and their newborns are a key priority in this region – which has the highest birthrate in Ontario. The LHIN has established the Maternal and Child Core Action Group which collaborates with Public Health and family physicians to address local service needs.

With regard to woman and children, the Central West LHIN has a mandate and a vision to create a health system of women and children’s care, which is family-based, educates before birth, provides supports during delivery and infancy, highlights health promotion and prevention, is there for children as they grow, and meets the diverse needs of the ethno-cultural communities.

The Central West LHIN is championing a more integrated health system that responds to the needs of the residents of this region.

Envisioning a health care system that responds with cultural sensitivity and relevance, where elderly individuals are not isolated in their homes but can access resources by picking up the phone, or where new mothers can get the care they need to give their newborns the best start possible, is what the Local Health Integration Networks are all about.

Yes, it may still be a good thing to live in a community where you can knock on a neighbour’s door and ask for help. But the LHINs are helping coordinate, fund and evaluate the performance of the health system so helpful neighbours aren’t the only resource.

¹ Komal Bhasin, A. Paul Williams, “Understanding LHINs: a review of the Health System Integration Act and the integrated health services plans,” Produced for the Canadian Research Network for Care in the Community (www.CRNCC.ca) and The Ontario Community Support Association (www.OCSCA.on.ca) May 2007.

² John Grant, Nancy Sears, Karen Born, “Public engagement and the changing face of health system planning,” in *Healthcare Management Forum*, Winter 2008 pp 22-26.



In Your Community

William Osler Health System Multi-Faith and Diversity Day

On October 27 and 29 the William Osler Health System (WOHS) celebrated their second annual Multi-Faith and Diversity Days. Local religious, health and community support organizations representing diverse local communities came together to showcase their services and share what diversity means to them.

Gurwinder Gill, Director of Patient Relations and Diversity Services at WOHS, has been actively engaged with the LHIN as co-chair of the Central West LHIN Diversity Core Action Group, which works to promote culturally competent health services across the health care system.

Some of the organizations that participated in this year's Multi Faith and Diversity days include the Regional Diversity Roundtable, Peel Aboriginal Network, Catholic Cross Cultural Services of Peel and the Arab Community Centre of Toronto.

Punjabi Community Health Services

The Central West LHIN is pleased to announce the designation of Punjabi Community Health Services (PCHS) as an official mental health and addictions and community health service provider.

Punjabi Community Health Services is a not-for-profit organization that provides culturally diverse mental health and addictions and community support

services within the Central West LHIN.

"Our ongoing partnership with the LHIN is one we feel benefits the diverse communities we both serve," said Baldev Mutta, Executive Director of PCHS and co-chair of the Central West LHIN Diversity Core Action Group. "I am looking forward to our continued work together in the development of culturally competent health services."

Flu Season

This season has highlighted the importance of getting a flu vaccination by the ongoing concern of the H1N1 flu virus. Compared to other LHINs across Ontario, the Central West LHIN has historically had a relatively low uptake on the flu vaccine. Having yourself and your family vaccinated is a good preventative measure to ensure you stay healthy in the coming season. Local hospitals are not offering the H1N1 flu shot, but more information on where you can get a flu vaccine is available on the Ministry of Health and Long Term Care's dedicated H1N1 website at <http://www.health.gov.on.ca/en/ccom/flu/>.

One of the ways the LHIN has been planning for the H1N1 flu virus is through the development of a detailed surge capacity plan. This plan outlines how local hospitals and health service providers will work together to provide the needed care in case of a higher than normal amount of individuals seeking medical attention in the coming months. As always our priority is to support easily accessible quality health care locally so that all of the residents of the Central West LHIN can get the care they need when they need it.

Aging at Home Year Three

On November 11th 2009 the Central West LHIN met with health service providers to begin the planning for year three of the Aging at Home strategy. This provincial initiative, launched in August of 2007, is aimed at developing the necessary community supports to help seniors stay healthy and live independently and with dignity in their own homes for as long as possible. To date the Central West LHIN has invested over \$12.7 million in 35 programs, with an additional \$3.9 million in new funding available for year three.

Year three of the Aging at Home strategy will focus on programs that encourage better coordination and integration between health service providers, and programs that look at ways to reduce the number of unneeded visits to emergency rooms and decrease the time seniors spend in hospital when they could be well cared for in the community.

Overall the Aging at Home strategy has had a significant impact in the lives of local seniors. At a discussion held with seniors in Shelburne one participant referred to the adult day program she attended as "her salvation." Many of the Aging at Home programs create a network of community support for seniors, which is crucial to their continued mental and physical wellbeing. Developing and maintaining those networks is a priority for the LHIN and will remain the overarching goal of the Aging at Home strategy.



LHIN News

The Integrated Health Service Plan (IHSP) (2010 – 2013)

A road map for the Central West LHIN.

The Central West Local Health Integration Network's (LHIN's) first IHSP was our starting point and focused on planning for three years of the LHIN's operation (2007-2010). IHSP2 builds on the planning, lessons learned, and successes so far, and will provide direction for the next three years (2010 - 2013). IHSP2 was developed in consultation with health service providers and the communities in our LHIN to ensure the unique needs of the residents of the Central West LHIN are met.

IHSP2 illustrates the journey we have travelled and reflects the progress made over the last few years.

Funding Increasing

Funding to the Central West LHIN has increased since 2007 so that more services can be offered and so that those services can be better integrated.

Funding 2007/08 to 2009/2010 (to Sept 2009 in \$M)		
2007/08	2008/09	2009/10
Total: 596,025.4	Total: 680,611.1	Total: 705,940.9
	+14.2%	+18.4%

Public Opinion

A public opinion poll was commissioned earlier this year which helped shape the IHSP2 priorities. That poll indicated some of the health services that residents find most important for themselves and their families.

*Importance of Specific Health Care Services as rated by residents of the Central West LHIN, March 2009**

- *Primary Health Care Services – the first point of contact for every day health care needs – 86 percent said “very important.”*
- *Health Care for Senior Citizens – 84 percent said “very important.”*
- *Health Care for Mothers and Children – 74 percent said “very important”*

Primary Health Care	
Today's Achievements	Actions for the Next Three Years
• Engaged local physicians, the Ontario Medical Association, and Ontario College of Physicians and Surgeons to develop a physician engagement strategy • Developed 4 Family Health Teams • Developed Bramalea Community Health Centre and Malton Satellite • Developed Rexdale Community Health Centre's two satellites – Jamestown and Albion / Kipling • Supported MOHLTC and the Health Care Connect Initiative	• Establish a local health services planning group in Bolton to address the gaps in primary health care services and develop the Health and Care Centre model • Target two additional Health and Care Centres in other communities (one in Dufferin County, one in Region of Peel) • Plan for an academic Family Health Team at the Peel Memorial site • Establish a Nurse Practitioner clinic to improve capacity and access to primary care services • Create CCAC nursing clinics to improve access • Work with the HealthForceOntario LHIN Partnership Coordinator to recruit and retain physicians

From: An Integrated Health Service Plan for the Central West Local Health Integration Network 2010 – 2013 (Draft)



LHIN News *continued*

Plans and Progress

Over the last three years we have undertaken considerable planning activities and are eliciting real, tangible results. The focus of the next three years is to continue to push the boundaries of the status quo to transform the local health system.

Here is some of the progress and priority planning for key areas of health care as identified by LHIN residents.

Although the current population of the Central West LHIN is relatively young, the number of elderly is projected to increase dramatically in the coming years. The seniors population is expected to grow 54.3% by 2016 in Central West LHIN. This is the largest percentage growth in all of the LHINs.

The Central West LHIN is home to the highest birth rate in the province, which have remained the highest among the LHINs since 1997. In 2007/08 11,523 women residing in the Central West LHIN gave birth.

The Central West LHIN believes in collaboration, partnership, and shared accountability. Health service providers and community partners along with Central West LHIN Board of Directors and staff have a vital role in the improvement of local health services. Partnership across the continuum of care is essential to transforming the health system.

Central West LHIN Services for Seniors	
Today's Achievements	Actions for the Next Three Years
- Established the Seniors Core Action Group - Invested \$12.7M of Aging at Home funding in 35 initiatives including: Home at Last, Nurse Practitioner outreach to long term care (LTC) residents, Telecheck, volunteer programs, home maintenance and homemaking programs, ethno-cultural seniors services, home visiting, seniors community mental health, supportive living, adult day programs and transportation services - Working with hospitals and the Community Care Access Centre (CCAC) to establish a regional geriatric program - Supported one LTC application (part of the LTC Home Renewal Strategy)	- Implement the 3rd year of Aging at Home initiatives focused on directly and immediately reducing Emergency Room (ER) wait times and the number of Alternative Level of Care days - Implement a "seniors-friendly" hospital system across the LHIN - Implement an integrated Regional Geriatric Service across the LHIN - Develop a LHIN wide "falls prevention program" based on best practices - Expand outreach teams to LTC facilities, Assisted Living, to divert ER visits and improve services for seniors - Expand Telecheck - Expand the number of supportive living units - Establish a single integrated transportation system for seniors - Develop a diabetes strategy for seniors - Establish integrated services teams for high risk Seniors - Detail wound management programs in accountability agreements

From: An Integrated Health Service Plan for the Central West Local Health Integration Network 2010 – 2013 (Draft)

ER Wait Times and other Strategies

Based on the provincial priorities for change and our Health System Plan, the Central West LHIN has identified a series of priorities for action over the next three years. For example, one key priority is the reduction of Emergency Room wait times. A health system that is well

planned and integrated will play a major role in meeting this key priority.

That is why, the LHIN's integration priorities tie directly into our commitment to reduce Emergency Department wait times by improving efficiencies and utilization. The issues that we face in terms of Emergency Room wait times cannot be addressed by focusing on the Emergency Department alone. It requires

a system approach, within individual organizations and across health service providers.

We invite you to visit our website at www.centralwestlhin.on.ca and learn more about how we are striving to build better health care in the Central West LHIN. After all, as our tagline puts it, "It's about you and your health!"

Central West LHIN Services for Women and Children	
Today's Achievements	Actions for the Next Three Years
- Established the Maternal Child Core Action Group - Appointed and funded the Central West LHIN Maternal / Child Lead - Facilitated a Memorandum of Understanding between William Osler Health Centre and Headwaters Health Centre - Established Brampton Civic Hospital as the Regional Perinatal and Children's Health Centre - Identified funding for cross-jurisdictional children's initiative - Actively involved at various provincial tables - Identified clinical priorities - Antenatal services - Breastfeeding - Obesity - Speech and language services - Maternal mental health - Medically complex / fragile children - Continue to collaborate with Public Health and Family Physicians to address local service needs	- Implement recommendations from provincial task forces and strategies focused on women and child issues into local action (e.g., Provincial Council for Children's Health; Maternal Newborn Advisory Committee; Provincial Paediatric Wait Time Strategy; Maternal-Newborn Access to Care Strategy) to be applied to the Central West LHIN - Establish child friendly hospitals and enhance child and family centred care - Create a regional integrated obstetrical service between HHCC and WOHC - Increase NICU bed capacity - Establish implementation plans for integrated services for the identified clinical priorities of the Maternal Child Core Action Group - Antenatal services - Breastfeeding - Obesity - Speech and languages services - Maternal mental health - Medically complex / fragile children - Partner in regional Gynaecologic Oncology program - Develop the role of Community Health Centres in women and children's services - Create a paediatric specific pod in the Emergency Department

From: An Integrated Health Service Plan for the Central West Local Health Integration Network 2010 – 2013 (Draft)

*A total of 600 interviews were completed by Leger Marketing (March, 2009). The margin of error for a sample of this size is +/- 4.0%, 19 times out of 20.



Letter from the CEO

LHINS are community focused

At the Central West LHIN we are committed to our mandate of planning, funding and coordinating the local health system to ensure it is meeting the needs of the communities we serve, and that it will continue to do so in the future.

As part of the Integrated Health Service Plan (IHSP) process the Central West LHIN recently held a series of eight community consultations, as well as one meeting specifically for health service providers and three meetings with local physicians. These sessions gave Central West LHIN residents an opportunity to share what they would like to see in the development of local health services over the next three years. I want to thank all the participants who took time to come to these meetings to give us your feedback on the draft IHSP2.

By working with local communities to identify their needs, partnering with health service organizations to support them in delivering high quality, client-centered care and continuing to develop a well coordinated health system, we are striving to make a difference in the health and well-being of all Central West LHIN citizens.

Although each community within the Central West LHIN is different, and tailoring local health services to meet these specific needs is a focus of the LHIN's work, there were some recurring themes that we heard across the communities we visited.

One of the things we heard from many local communities was an appreciation for the continuity between the original IHSP, the Health System Plan which looks at health system development until 2019, and the second IHSP for 2010-2013. Residents recognized that the development of local health services is a process of ongoing work, and were glad to see that the LHIN's new plan did not abandon the priorities set down at the outset, but rather looked at new ways to move forward in these areas and build on the progress that has already been made.

A key concern of local residents that was common throughout the sessions was the high rates of diabetes in our LHIN. This concern linked with some of the feedback we received about having a greater focus on health prevention and the promotion of healthy lifestyles. This is a priority for the LHIN over the next three years and we will continue to work with health service providers and local communities to reduce the rising rates of diabetes and help those already affected manage their conditions.

Overall participants seemed pleased with the proposed plan but remained curious about how it would be implemented over the next three years. For further details on the implementation strategies and expected measurable results please visit our website at www.centralwesthlin.on.ca. A final copy of the plan will be posted early in December.

Again, thank you to all those who participated in these sessions, your feedback and input is instrumental in the development of a health system that truly meets the needs of the communities in the Central West LHIN.

As Albert Einstein once said, "We can't solve problems by using the same kind of thinking we used when we created them." Consulting with residents of the Central West LHIN is helping provide fresh thinking as we work to create a system of health care that truly serves the unique needs of people living in this LHIN.

Our priority has been, and will continue to be, the health and well being of all of all the communities we serve. Rest assured we will continue to work with all who work in the health system and those who rely on that system to create better health care options for all.

Mimi Lowi-Young,
CEO, Central West LHIN

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We want to hear what you think.
Please send your questions and comments to:
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