



Improving health care services for our communities

A message from the CEO and Board Chair

On behalf of the Central West Local Health Integration Network (LHIN), we are pleased to showcase some of the exciting developments that have taken place in the LHIN over the past year in our efforts to further enhance health care services for residents of Brampton, Caledon, Dufferin County, Malton, North Etobicoke and Woodbridge.

Following extensive consultation with people living and working in our communities, we finalized our third Integrated Health Services Plan (IHSP 3). This plan outlines the actions we will take over the next three years in partnership with local Health Service Providers to ensure that residents have access to the right health care services in the right place and at the right time. Copies of the plan are available on our website at www.centralwestlhin.on.ca.



Scott McLeod,
CEO



Maria Britto,
Board Chair

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WHAT'S INSIDE:



Improve Access to Care



Streamline Transitions and Navigation of the System



Drive Quality and Value



Build on the Momentum



Ontario

Local Health Integration
Network
Réseau local d'intégration
des services de santé



Based on what local residents and Health Service Providers identified as priorities, our work is being guided by four strategic directions:

- **Improve access to care**
- **Streamline transitions and navigation of the system**
- **Drive quality and value**
- **Build on the momentum**

Our progress in addressing these four areas is highlighted on the following pages.

Working together to improve access and coordination of care

In the fall of 2012, the Central West LHIN invested \$5.5 million in community-based programs, to improve access to services for seniors and other residents with home care, mental health and/or addictions needs.

We are helping seniors with behavioural issues live a better quality of life thanks to our investment in the Behavioural Supports Ontario (BSO) project. This is a new service that was fully implemented throughout long-term care facilities in the Central West LHIN in early 2013 to address the behavioural needs of seniors with complex behaviours due to dementia, mental health and addictions, or other neurological conditions.



We were one of three LHINs chosen by the Ministry to pilot the Telehomecare project



The results to date have been very promising.

Those living with chronic obstructive pulmonary disease and congestive heart failure are benefiting from participation in a pilot project that uses technology to improve self-management, reduce emergency department visits and decrease hospital readmissions. We were one of three LHINs chosen by the province to pilot the Telehomecare project.

North Etobicoke and Malton residents are the beneficiaries of new and improving community health centre satellites which provide important access to primary health care services. Bramalea Community Health Centre opened its new Four Corners Health Centre in Malton in the fall of 2012, while the Jamestown and Kipling-Dixon satellites of Rexdale Community Health Centre received capital funding approval from the province to complete renovations to their buildings.

The Central West LHIN has also been working together with family doctors, the Central West Community Care Access Centre

(CCAC), hospitals and community providers to better and more quickly coordinate care for seniors and other residents living with complex conditions, as part of the Health Links initiative. Through this integration initiative, patients should receive faster care, spend less time waiting for services and be supported in their care at all levels of the health system. We are currently working to develop five Health Links in the Central West LHIN.

Our focus on e-Health initiatives continues to reap big rewards. Family doctors and specialists in the LHIN have been quick to adopt the Electronic Medical Record (EMR) to better manage patient information and are the highest adopters of the technology in the province.

Fostering community engagement

Our vision to “create a local health system that helps people stay healthy, delivers good care when they need it, and is there for their children and grandchildren”, relies on understanding the community’s views on current services in the

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“ Our vision to “create a local health system that helps people stay healthy, delivers good care when they need it, and is there for their children and grandchildren”, relies on understanding the community’s views on current services in the health system. ”

health system. Over the past year, in addition to the consultation sessions we held to support development of our IHSP 3, we also organized consultation events with women and children’s groups to better understand how well local health services are meeting their needs.

We also partnered with several of our funded Health Service Providers to host a Telephone Town Hall which offered local residents the opportunity to ask senior health service leaders questions about

local health care services.

These sessions help inform our work at the LHIN and ensure we are on track with addressing community needs.

In August 2012 the Board of Directors was pleased to appoint a new CEO. New leadership encourages more opportunities and a fresh perspective that has helped the LHIN move forward into the new year.

We applaud the members of the Board of Directors, LHIN staff, Health Service Providers, physicians and other partners

for your ongoing commitment to work together to enhance health services for our communities, and we thank local residents for sharing your experiences, insights and ideas with us so that we can continue to shape the health system that best meets your needs.

Indeed, the past year has been eventful with much progress to note. We look forward to continuing to listen so we can improve, build and streamline local health care services for residents in the Central West LHIN.





Improve Access to Care



New service enhances care for seniors with complex behaviours

Behavioural Supports Ontario (BSO) started in early 2012 and was fully implemented throughout the Central West LHIN by the beginning of 2013. BSO was created to enhance services for seniors with complex behaviours due to dementia, mental health and addictions or other neurological conditions.

To ensure seniors received the right kind of treatment in the right place, the Central West LHIN created a network of care by funding 26 new specialized BSO staff who work in long-term care facilities. This staff works closely with health care workers in long-term care facilities to

identify triggers of responsive behaviours and develop strategies for modifying these behaviours with much success. As a result, seniors are getting better care because they are understood better.

By the time the project was fully implemented throughout long-term care facilities in the Central West LHIN, more seniors and their caregivers were being supported by BSO staff.

Currently there are 7310 trained frontline staff members in community and long-term care facilities who support approximately 8022 clients. The BSO program has enabled staff

members to become better informed and educated about how they can best support patients with complex behaviours.



Funding expands community support services for seniors, women and youth

The Central West LHIN received \$5.5 million in 2012/13 from the Ministry of Health and Long-Term Care to better support residents through enhanced community support services.

Expansion of services includes helping seniors and residents stay independent in their home by providing increased levels of nursing and homemaking

services. In addition, seniors will have access to health services and therapies that can be performed right in their home such as infusion therapy, negative pressure wound therapy for eligible clients, and rehabilitation services for seniors who have had hip and/or knee replacements.

Funding was also allocated

to expand access to addiction treatment to provide programs and support for pregnant and parenting women with opiate addictions and youth with addictions issues. Six Health Service Providers came together to develop a case to expand access to mental health and addictions services in communities across the Central West LHIN.

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The Central West LHIN recently provided \$97,000 in funding to Punjabi Community Health Services (PCHS) to support the organization's South Asian Addiction Program. As part of the program clients are supported through a group program, day program, relapse prevention program, family enhanced program, women's group program and a disorders group program. This investment ensures that individuals have access to the services they require, right in their own community.

Funding will also increase hours for PSWs (Personal Support Workers) in the next three years. Not only will this benefit seniors and residents who need this care, but increase employment opportunities for these important health care workers.

This investment will also help free up hospital and long-term care beds, shorten emergency room wait times and reduce the number of readmitted patients.

The Central West Community Care Access Centre (CCAC) has implemented the Home First philosophy that will enable the CCAC to better care for seniors who are making the transition from the hospital to home. With the right support, services and equipment, seniors can live independently and healthy in their own homes.

Community Health Centre Satellites

Minister of Health and Long-Term Care, Deb Matthews receives a thank you card from the community

Four Corners Health Centre

The Four Corners Health Centre, a satellite of the Bramalea Community Health Centre opened in the fall of 2012 and will provide health care services to the residents of Malton. The services at the centre include primary care services delivered by a growing team of doctors, nurse practitioners, nurses and diabetes educators as well as a physiotherapist, a chiropodist and a social worker.



"This capital funding will provide essential health care services that will make a difference for many people in our community", says Safia Ahmed, Executive Director, Rexdale Community Health Centre. "Residents will have access to services offered by doctors, nurses and dieticians, to name a few."

Jamestown and Kipling-Dixon Satellites

In the past year, the Central West LHIN continued to provide funding for health care services at the Jamestown and the

Kipling-Dixon satellites of Rexdale Community Health Centre. In early spring 2013, the Ministry of Health and Long-Term Care provided capital funding to support the Jamestown

Satellite's move into the newly renovated building, and for improvements to the Kipling-Dixon Satellite that will expand the space available for delivering high quality health care services.

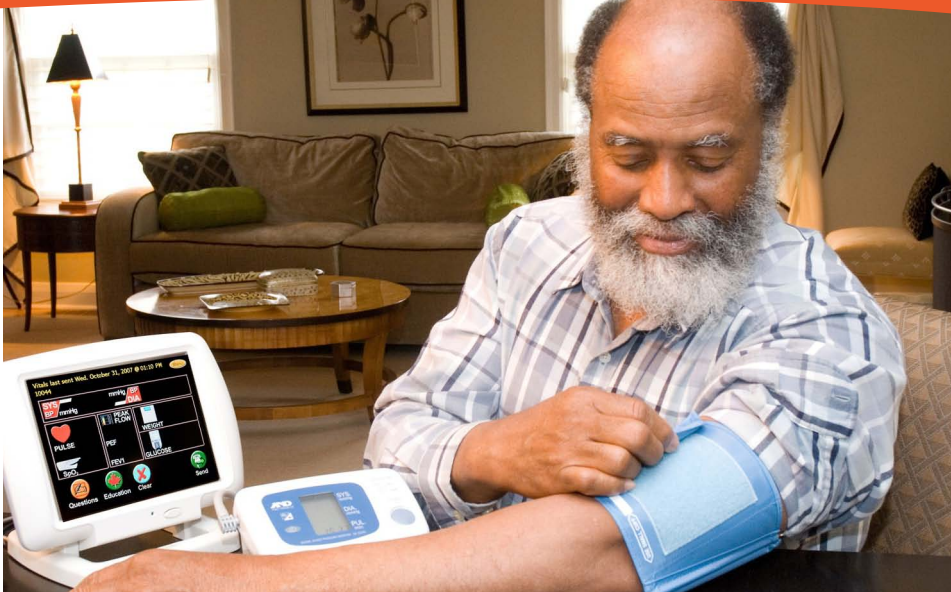


Project wirelessly connects patients with nurses from home

The Central West LHIN recently invested \$1.2 million in the Telehomecare Pilot Project.

Through Telehomecare, patients with chronic obstructive pulmonary disease (COPD) and congestive heart failure (CHF) will be able to manage care from the comfort of home through wireless technology. Patients will be connected to nurses who will provide remote monitoring and regular health coaching sessions to help these individuals better manage their conditions.

William Osler Health System (Osler) is the host for the Regional Telehomecare Program in the Central West LHIN. The program is connected and partners with the Central West Community Care Access Centre, Headwaters



Health Care Centre, family health teams, primary care providers and other health service providers who play an essential role in referring patients to the program.

Patients will continue to have appointments with their existing health care providers as needed, and will work with dedicated Telehomecare nurses to set goals and learn how to manage their health through easy-to-use home monitoring equipment. The

Telehomecare nurses provide regular updates to each patient's primary care provider to help form care plans and address urgent issues.

Telehomecare will improve patient self-management, reduce emergency department visits and decrease hospital re-admissions. Interpretive support is available upon request to patients who do not speak English or French.

Telemedicine expansion improves access to specialists

More residents living in the Central West LHIN will benefit from specialist care closer to home as nine new Telemedicine nurses were hired at William Osler Health System, Headwaters Health Care Centre and the Canadian Mental Health Association Peel Branch. Telemedicine nurses facilitate sessions for patients who have

appointments with specialists through a Telemedicine monitor. Through Telemedicine, patients can access specialists who are located anywhere in the country. This enables patients to get appointments more quickly which also eliminates the need to travel to another city to see a specialist in person.





Streamline Transitions and Navigation of the System



e-Health Initiatives

New tool improves communication between providers

In fall 2012, all Central West LHIN providers in the community services sector and most mental Health Service Providers adopted the Integrated Assessment Record (IAR) tool. Long-Term Care Homes in the Central West LHIN are also in various stages of IAR implementation and expect to fully implement the tool by the end of this year.

The IAR allows client assessments to move with the client from one Health Service Provider to another. It allows participating Health Service Providers to upload and view the information from consenting clients.

This enables Health Service Providers to collaborate in order to effectively plan and deliver care. The tool also streamlines patient information so there is less duplication and faster access to services.

LHIN doctors highest adopters of electronic medical record

By the end of 2012 over 76% of family physicians and 49% of specialists in the Central West

LHIN moved to an Electronic Medical Record (EMR) system to better manage patient information. This is the highest rate of adoption among family practitioners and specialists in the province.

By adopting an EMR system, physicians can share lab tests and specialist results electronically within days, which enables patients to receive information faster. Patients can even allow their pharmacists to view the information electronically which allows for renewals of prescriptions.

This reduces errors because now, reading the physician's handwriting becomes a non-issue. In addition, the EMR system has added efficiency for physicians that allows them to manage diabetic patients better, ensures more effective cancer screening and disease prevention.

In order to further support the adoption of EMR, the Central West LHIN facilitated sessions with physicians to provide information about the benefits of moving to a paperless environment.

"My colleagues and I could never go back to paper. The EMR has added efficiency that allows me to manage my diabetic patients better, ensures more effective cancer screening and disease prevention. It also really improves the patient's journey by linking health service providers to share information."— Dr. Frank Martino

"Lab tests and specialist results can be shared electronically within days, which allows us to provide patients with information faster. Patients can even allow their pharmacists to view the information electronically which allows for renewals of prescriptions. It also reduces errors because now, reading the physician's handwriting becomes a non-issue."— Dr. Sanjeev Goel

Dr. Sanjeev Goel





Health Links supports better coordinated patient care

The Central West LHIN has been approved by the Ministry of Health and Long-Term Care to develop Health Links to better coordinate health care services for seniors and patients with complex disorders.

Health Links are based on a partnership of health care providers that brings together family doctors, specialists, the CCAC, hospitals and community providers to develop a coordinated care plan for patients. Through Health Links, providers will work together to share information, develop the same understanding of the patient's condition and needs, and establish goals for the patient.

The early focus of Health Links will be on patients with complex medical needs. The intention is to improve the

transitions between health care providers so patients are not dropped or lost between providers, and that providers in the circle of care know what else is going on in the patient's treatment.

Health Links will help close the gaps that often occur during the hand-off of a patient from one provider to another.

Coordinating care is an important step in improving the services available to patients with complex needs. Typically, these patients have multiple chronic diseases. Many are seniors. These patients often end up in the emergency department for care and often are readmitted into the hospital when they could be receiving care in the community.

So far four Health Links in the Central West LHIN have

been approved by the Ministry. These include:

- Bramalea and Area Health Link
- Brampton and Area Health Link
- Dufferin Area Health Link led by Headwaters Health Care Centre.
- North Etobicoke-Malton-West Woodbridge Health Link.

Additionally a Readiness Assessment has been approved by the Ministry of Health and Long-Term Care for a fifth Health Link in Bolton-Caledon. With five Health Links, the entire geographic area in the Central West LHIN will have improved access to more coordinated care.

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Project eases youth transition to adult mental health and addiction services



In the summer of 2011, the Central West LHIN funded the Systems Integration Project under the leadership of the Canadian Mental Health Association/Peel Branch. They partnered with several Health Service Providers, the Ministry of Children and Youth Services and their agencies. The aim of this project was to guide smooth transitions for youth and young adults with mental illness and/or addictions.

The project resulted in the adoption of a model which is based on practices in the Waterloo Wellington and Champlain LHINs. This model was endorsed by the LHIN's planning group known as a Core Action Group which is made up of executive staff of Health Service Providers in the mental health and addiction services sectors. By March 2013, the model was provided by the Central West LHIN with annual base funding.

In 2012, the position of a Systems Transition Coordinator was created to implement the model. The Systems Transition Coordinator will help manage transitions between youth services and adult services, and resolve access issues for people with complex situations. This role will help sector leaders identify and resolve not only client and provider issues, but also system-level issues based on the experiences of clients.

This role will also help determine the best resolutions for youth and young adults with a dual diagnosis (developmental disability and mental illness). This will be done through collaborating with the existing Peel Crisis Capacity Network which is jointly funded by the LHIN and the Ministry of Community and Social Services.

The aim of this project was to guide smooth transitions for youth and young adults with mental illness and/or addictions.





Drive Quality and Value



New processes help reduce hospital lengths of stay

The Central West LHIN works closely with hospitals and Health Service Providers to develop better processes to lower wait times for surgery, MRI and CT scans. Wait times in these areas were lowered from 2011/2012 to 2012/2013 by the following:



Shorter wait time for MRI scans

The wait time for diagnostic MRI scans was reduced by 2 days.



Shorter wait time for CT scans

Wait times for Diagnostic CT scans were reduced by 6 days.



Shorter wait time for cataract surgery

Wait times for cataract surgery were reduced by 3 days.

The Central West LHIN works closely with hospitals to develop processes to lower the length of time that patients spend in the emergency department.

In 2012/13, there were 234,437 emergency department (ED) visits to hospitals in the Central West LHIN. 123,963 of those visits were made at the Brampton Civic Site of the William Osler Health System, which saw more ED patients than any other hospital in the province.

93% of patients treated and discharged home from the ED are completing their stay well below the target times of 8 hours for complex patients and 4 hours for less complex patients. Central West LHIN hospitals were able to improve over their already good performance for these patients, achieving a 36-minute reduction in length of stay from last fiscal

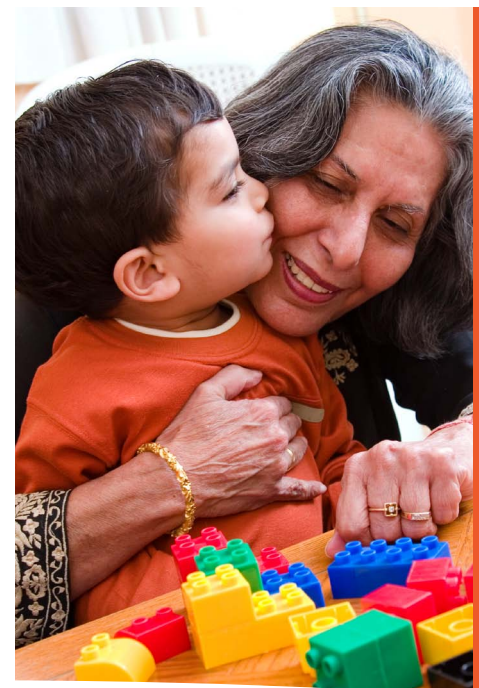
year for non-admitted seriously ill patients, and a 7-minute reduction for less seriously ill patients.

For patients that were admitted to an inpatient bed, hospitals in the Central West LHIN achieved a 3.4 hour reduction in length of stay in 2012/13 compared to the previous fiscal year.

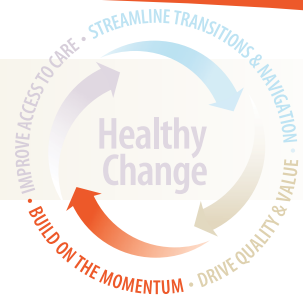
In order to reduce length of stay in the emergency department, the Central West LHIN works closely with Health Service Providers to ensure that there are health care services available in the community so patients do not have to stay in the hospital for care. This helps to free up beds for patients who are more seriously ill.

Patients who no longer require the intensity of services provided in the hospital are

designated Alternative Level of Care (ALC). The overwhelming majority of Central West LHIN hospital patients (96%) complete their course of treatment and are discharged home without experiencing any barriers to their health system journey.



Build on the Momentum



Diversity and Health Equity

New tool supports marginalized communities

The Central West LHIN continues to work with Health Service Providers to develop strategies to remove barriers to health care services for marginalized communities in the Central West LHIN.

The Health Equity Impact Assessment Tool (HEIA) was implemented in the Central West LHIN in partnership with the Ministry of Health and Long-Term Care. This flexible and practical assessment tool is being used by both William Osler Health System and Headwaters Health Care Centre to identify potential health impacts (positive or negative) of a plan, policy or program on vulnerable or disadvantaged groups within the general population.



French Language Services

Joint plan seeks to improve Francophone access to health care services

The Central West LHIN works closely with Reflet Salvéo, the entity for French language services, to improve access to, and integration of, French language health care services

in the communities within the Central West LHIN.

Working with Reflet Salvéo, the Central West, Mississauga Halton and Toronto Central LHINs developed the 2013/14 Joint Annual Action Plan which will improve Francophones' access to quality health care

services in the three LHIN areas. The plan will focus on three priorities.

The first priority will focus on the needs of Francophones and developing strategies that improve access to primary care services. Health Links is a key initiative that will help

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Francophones better connect with primary care physicians. Each LHIN will also work with Reflet Salvéo to identify the capacity to deliver primary care services in French.

The second priority will address gaps in mental health and addictions services, with an emphasis on supporting youth and people with complex mental illness and addictions.

Lastly, each LHIN will work with Reflet Salvéo to pursue one collaborative project to improve the quality of care and experiences of populations that have high and unmet needs. This will be done through supporting Health

Service Providers in coordinating services and collaborating in the care of Francophone clients. These patients may include frail seniors and adults with multiple chronic conditions who rely on an array of health care services.

The Central West LHIN also works closely with Health Service Providers that are part of the French Language Services Core Action Group. This group continues to develop strategies for engaging other organizations and communities to build French language services capacity within the local health care system.

As part of the development of Central West LHIN’s IHSP 3, the LHIN conducted active

engagement of the Francophone community through two community engagement sessions held in French in order to integrate the views and comments of the Francophone community.

The Central West LHIN continues to connect with multi-sector providers of French language services through membership on the Table de concertation francophone de Peel, Dufferin et Halton and the Comité francophone Famille de Peel, in order to develop partnerships to improve French language services within the Central West LHIN.

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LHINfocus is produced by the Central West LHIN.
Send us your comments at centralwest@lhins.on.ca

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