

CEO Report to the Central West LHIN Board of Directors

August 31, 2018

1. Build Integrated Networks of Care

1.1 Health Links and Primary Care

- **Integrated Care Work Group:** The third meeting of the Integrated Care Work Group took place on August 8. Four meeting attendees were from the Ministry of Health and Long-Term Care (MOHLTC), LHIN Renewal Branch, who had asked to attend our meeting to observe local interaction and work planning within the sub-region framework. The meeting was also attended by representatives from all sub-regions and many regional providers. Work continued on advancing the two commitments:
 - Acceptance of the need for a single referral form for all patients with complex care needs
 - Adoption of a common toolkit to assist in the identification of patients with care needs that could be supported by the Health Links approach to care

These commitments will remain the focus of work that will continue throughout the fall and will enable the group to consider new mechanisms for coordinated care for our most complex patients.

- **Inter-professional Primary Care (IPC):** The expansion of associated Family Health Teams (FHTs) remains underway with new staff recruitment and procuring appropriate space to support the expansion. The first set of reports on the implementation of the IPC teams to the MOHLTC occurred this month with the goal to provide updates regarding the status of inter-professional team expansion projects. Eight deliverables are to be completed and updated as required. This report provided status updates of all project deliverables including timelines, feedback on the work, known risks, and progress toward project completion. The MOHLTC and LHIN will continue tracking the progress of project deliverables.

1.2 Palliative Care

- **Central West Palliative Care Network Patient Family Advisory Committee:** The Central West Palliative Care Network (CWPCN) launched its Patient and Family Advisory Committee (PFAC) this month. The current membership includes five patient and family experts with current and previous lived experience within palliative care. Recruitment is ongoing to ensure the LHIN's diversity is reflected in the PFAC membership. The PFAC is co-chaired by the Director of the Palliative Care Network and a patient family expert, with support from the Chief Patient Experience Officer and her team. The CWPCN PFAC will be connected through the Central West LHIN PFAC and will act as a

subject matter expert group for those living with, or caring for, those with palliative care needs across the Central West region.

2. Drive Quality & Value

2.1 Quality Update

- **Central West Quality Improvement Priorities aligned with the Ministry-LHIN Partnership Model:** In June 2018, a number of strategy tables and project teams were confirmed to foster broader accountability and connections within, and possibly outside the Ministry-LHIN Partnership Model. The project teams are aligned with identified priority areas and programs as part of the Patients First transformation. The Central West LHIN is working toward aligning its priorities for improved care across the continuum with the Ministry-LHIN strategy tables and areas of focus, notably:
 - Palliative, end-of-life care and Medical Assistance in Dying (MAID)
 - Mental health and addictions
 - Integrated care
 - Dementia
 - Wound care

Central West LHIN leadership is actively leading a number of these initiatives. For example:

- Dave Pearson is leading the launch of new Health Links indicators which will further enable the implementation of coordinated care plans across the province.
- Kimberley Floyd is Co-Chair of the LHIN Partnership Wound Care Table leading the development and deployment of strategy to implement the three HQO Wound Care Standards across the province.

3. Connect & Inform

3.1 Communications and Community Engagement

- **Past Events (External):**
 - Reflet Salvéo AGM | August 20, 2018 – Carmine Domanico delivered general remarks
- **Upcoming Events**
 - CMHA Peel Dufferin AGM | Tuesday, September 18, 2018; Attendees: Jeff Payne, Angel Rebelo and Scott McLeod
 - Bethell Hospice AGM | Tuesday, September 18, 2018; Attendees: Carmine Domanico and Hugh O'Brodivich
 - William Osler Health System Etobicoke Wellness Centre Celebration | Thursday, September 28; Attendees: TBC
 - Governance and Leadership Forum | October 1, 2018; Location: TBD; Topic: IHSP 2019-2022; Guest Speaker: Helen Angus, Deputy Minister, Ministry of Health and Long-Term Care.
 - Heroes in the Home | November 2018; details to be confirmed.

- Health Quality Ontario: Health Quality Transformation 2018: October 17, 2018; Location: Metro Toronto Convention Centre
 - Change Day Ontario: Health Quality Ontario: Launch Date September 13, 2018, Change Day: November 22, 2018
 - Central West LHIN Quality Awards: Date: TBD
- **Annual Report (Update):** The Central West LHIN has submitted final electronic files of its English and French 2017/18 Annual Report to the MOHLTC. Print copies are now in production and will be submitted to the MOHLTC by August 30, 2018. A reminder that Annual Reports are not published until first approved in the Legislature.
 - **Heroes in the Home:** The Central West LHIN is once again holding its annual Heroes in the Home caregiver recognition awards event to recognize remarkable people who support patients and families in the community. This includes family members, friends, co-workers, volunteers, personal support workers, nurses, care coordinators, or other health care professionals. Nominations will open by the end of August and a recognition event will take place in November.
 - **Governance and Leadership Forum:** Event planning has begun to support the LHIN's next Governance and Leadership Forum. Headlined by special guest Helen Angus, Deputy Minister, Health and Long-Term Care, this session is scheduled to take place on Monday, October 1, 2018 and focus on IHSP 2019-2022 priorities.
 - **Minister's Medal:** The Central West LHIN is supporting the 2018 Minister's Medal Honouring Excellence in Health Quality and Safety. This year's theme is Innovating Integration, which recognizes the work being undertaken across the province to foster an integrated health system to achieve better patient and provider experiences, health outcomes, and value in health care delivery. Applications are being accepted until 5 p.m. on August 24 and submitted to the MOHLTC by 5 p.m. on August 31. Winners will be officially recognized at Health Quality Transformation 2018, an annual event hosted by Health Quality Ontario on Wednesday, October 17, 2018.

4. Demonstrate System Leadership

4.1 Dementia Strategy and Behavioural Supports Ontario

- The Behaviour Supports Ontario (BSO) Dementia Strategy funding for Adult Day Services is moving forward as business cases have been prioritized and allocation of funding has been finalized. Funding letters are pending to the community partners.
- Community BSO funding for central intake is moving forward to hire 1.5 FTE nursing positions. This new resource will support a sub-regional BSO-led framework through a phased implementation, which has already gone live in two sub-regions, North Etobicoke-Malton-West Woodbridge (NEMWW) and Bramalea. Home and Community Care coordinators are actively referring through this approach and patient volumes are increasing with the success of the clinical support and awareness of the resource. The expansion of the program across the LHIN will keep pace with hiring of the new behaviour support community resource nurses. Connecting with the care partners immediately upon discharge from hospital the patients in the community have remained supported and prevented readmission to

hospital. The proactive approach has mitigated escalating risk in the community and provided knowledge to the care partners when to seek hospitalization and contacting their primary care physician.

- Investments in long-term care BSO continues to be developed with the MOHLTC. To meet the challenging landscape in the management and support of responsive behaviours, innovative strategies are being considered for patients living with dementia and other cognitive impairments, and their care partners. The Central West has submitted a comprehensive plan and is currently awaiting a response from the MOHLTC.

5. Operational Excellence

5.1 Service Accountability Agreement (SAA) Cycle

- **2018-2020 Hospital Service Accountability Agreement (HSAA):** The Central West LHIN is in the process of negotiating performance schedules for its current year HSAA agreements (2018/19) based on recently submitted Hospital Annual Planning Submission (HAPS).
 - **Headwaters Health Care Centre (Headwaters):** The hospital has submitted an unbalanced HAPS, showing a deficit of \$1.7M in 2018/19. The Central West LHIN met with the hospital to discuss the waiver process and agreed to further extend the existing 2017/18 schedules in the HSAA to allow time for confirmation of funding assumptions. The new 2018/19 HSAA schedules will be finalized by December 31, 2018 and will replace the existing schedules. Headwaters will submit a refreshed business case to the LHIN and the MOHLTC by the end of August, 2018. In the interim, the LHIN has received the legal template for the extension which will need to be executed by September 25, 2018.
 - **William Osler Health System (Osler):** The hospital has submitted a balanced HAPS with noted balancing strategies as well as service delivery change forms for consolidating outpatient clinics, mental health, telemedicine and palliative care beds. The LHIN met with the hospital to confirm its balancing strategies and ensure that service levels are preserved. The hospital will confirm by end of August 2018 that variances noted in clinical activity in the HAPS are not service reductions. The new 2018/19 HSAA schedules are to be finalized by September 30, 2018 and will replace the existing 2017/18 schedules in the HSAA. Osler continues to be financially challenged in particular by the volumes being realized at the Peel Memorial Center for Integrated Health and Wellness that significantly exceed funded levels.
 - Staff are meeting with the MOHLTC on both areas with the expectation to resolve both issues.

5.2 Service Provider Organizations (SPO) Contract Cycle

- The Contracts and Home and Community Care teams have completed 2017/18 year-end review meetings with all of Central West service provider organizations and vendors, where operational and performance enhancement opportunities were discussed. We are currently waiting for the Q4 results of the client and caregiver experience survey to complete the review, which has been delayed by the writ period. The survey results provide information in three key areas: overall satisfaction, continuity and patient-centred appointments.

- In an effort to build stronger partnerships with Central West service provider organizations and vendor partners, the Central West LHIN Vice President of Home and Community Care and Vice President of Corporate Services, Accountability & Quality are currently undertaking site visits with each contracted partner to discuss strengths and opportunities related to contracts and delivery of service.

5.3 Infection Control Audit: Central West Nursing Clinics

- Based on a recent review of select nursing clinics within the province identifying lapses in infection prevention practices as it pertains to reprocessing of medical instruments, Central West LHIN exercised its due diligence by undertaking a review of its two nursing clinics to ensure compliance with infection control practices.

The audit was conducted August 20, 2018 with reference to the Public Health Ontario “Checklist for Infection Prevention and Control (IPAC) CORE Elements in Clinical Office Practice.” This was done in accordance with the current contractual agreement

The audit did not identify any infection control lapses as it pertains to the use of medical instruments for wound care. However a number of opportunities to further improve infection control practices were identified.

Corrective action items were immediately identified and agreed upon between St. Elizabeth and Central West LHIN. The LHIN has received documented evidence of actions completed to date, and confirmed dates for full implementation of all required changes by end of September 2018. A follow up audit is planned to confirm full compliance.

5.4 Cyber Attack: CarePartners

- In June 2018, CarePartners -- a community care provider to LHINs across the province -- became the victim of a cyber-attack. The cyber-attack breached CarePartners’ computer system and, as a result, personal data, including health care records belonging to LHIN home care patients was accessed. No patients of the Central West LHIN had their personal health information breached.

The LHINs and CarePartners suspended the online referral system’s capacity to receive patient assignments from the LHINs until the breach was fully contained and vulnerabilities fully closed.

In July 2018, the Central West LHIN and CarePartners returned to normal operations. To prevent similar incidents in the future, a security assessment of health information systems is underway.

5.5 Central West LHIN Financial Results as at July 31, 2018

- The LHIN is tracking a year-to-date operating surplus of \$676K as at July 31, 2018 and a surplus for the month of July of \$248K. This is primarily attributed to a number of new positions created through the 2018/19 community investment still being recruited and vacancies in other areas pending MOHLTC approval to proceed. This surplus is offset by higher spend rates carried over from March in contracted out services, medical supplies and equipment for home and community care patients. The LHIN is currently forecasting a balanced position as at March 31, 2019.

6. Select CEO Update

6.1 Ministry Executive Leadership Team & LHIN CEO Meeting

- Scott McLeod participated in this meeting on August 14 where information was shared on the following items:
 - Deputy Minister update
 - United Way campaign
 - Patient and Family Advisory Council (PFAC) updates
 - LHIN Priorities: IHSP Framework and Special Needs Strategy

6.2 Meeting with Homecare Intel Canada (HCI) and Demo

- Scott McLeod and Kimberley Floyd, Vice President, Home and Community Care participated in a meeting to discuss the smart referral function within HCI's software and how it can accommodate sudden surges where caseload would need to be redirected to the best resource.

6.3 MPP Meetings

- Carmine Domanico and Scott McLeod had the opportunity of meeting with the following MPPs:
 - MPP Deepak Anand (Mississauga-Malton) on August 17
 - MPP Prabmeet Sarkaria (Brampton South) on August 28
 - MPP Sylvia Jones (Dufferin Caledon) on August 31

6.4 Health System Partner Site Visits

- Scott McLeod continues to meet with Central West LHIN health system partners (HSPs) for informal check-ins and site tours. This month, Scott met with the following HSPs:
 - Alzheimer's Society of Dufferin County
 - Brampton Meals on Wheels
 - Caledon Meals on Wheels
 - Holland Christian Homes
 - Peel Cheshire Home

7. On the Horizon

7.1 Health System Partner Site Visits

- Scott McLeod continues to meet with Central West LHIN HSPs. The following site visits have been confirmed:
 - Services and Housing in the Province (SHIP)
 - Deerwood Creek Care Community Long-Term Care

- Humber Valley Terrace Long-Term Care
- CANES

8. Outstanding People

Jade Dias, Home and Community Care Manager



Jade Dias is the newest member of the Central West LHIN's Home and Community Care team. She came to the LHIN in July from Calea Ltd. where she was Clinic Practice Lead responsible for a number of clinical practice initiatives in support of inter-professional, evidence-based, patient-centered care. At the Central West LHIN, Jade will be part of the Clinical Practice and Specialty Program team where she will focus on the Hospital to Home (H2H) program and wound care initiatives.

Jade holds a Master of Clinical Science in Wound Healing from Western University as well as both a Bachelor of Science in Nursing and a Bachelor of Arts in Psychology from York University. Jade is also a certified diabetes educator and holds certification in vascular access.

9. Program Profile

Information and Referral Team

Information and Referral (I&R) is the art, science and practice of bringing people and services together. This small but mighty team provides a critical function in helping people to access health and community support services that best meet their needs whether it's by phone, email or in person. The I&R Team consists of two resource specialists that connects staff, patients and families, stakeholders, service providers and community partners to available resources. They also manage the Central West Healthline website and as database administrators and resource coordinators, they maintain the site to ensure the online information and resources are current.

The highly valued I&R Team includes:

Yolanda Vas joined the Central West LHIN in 2001, when it was known as Peel Community Care Access Centre (CCAC). She has held a number of positions over the years including a Team Assistant supporting the Initial Care Team and Community, an Office Associate, Placement Facilitator and, since 2008, an I&R Specialist. Yolanda's long and diverse history of working in supportive health care is an asset to the Home and Community Care Team and the residents of the LHIN. Yolanda has a Bachelor of Arts in Politics and certification in Information and Referral.

Maria Giergont began her career in home and community care in 1999 with the former York CCAC, which merged with the former Etobicoke CCAC in 2005. Following the amalgamation of multiple CCACs in 2007, Maria became part of the Central West team. She has held many roles including being a Team Assistant in the community, a Team Leader and I&R Assistant in the Initial Care Team (ICT). Since 2008, Maria has been an I&R Specialist and helped connect countless patients and families



to local services in the community. Maria has a Bachelor of Arts in Science, a teaching diploma and certification in Information and Referral.

Through all of the transitions in the home and community care sector, Yolanda and Maria have acquired in-depth knowledge of the organization, valuable work experience and skills that assist them in their important role.