



Waterloo Wellington LHIN Hospital Annual Planning Presentation 2008/09

September 14, 2007

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Agenda

- Background: Who we Are and Who we Serve
- Joint Strategic Directions – GRH and SMGH
- Initiatives Supporting LHIN Integrated Health Services Plan (IHSP)
 - Accessibility, Population Health, System Effectiveness, Community Capacity
- Initiatives Supporting WWLHIN Action Plan Priorities
 - Seniors, Mental Health, Chronic Disease Prevention, Wait Times, E-Health
- Current Pressures on Our Health Care System



One System Serving the Community





One System Serving the Community

- 87% of acute health care services in Kitchener Waterloo area are provided by Grand River Hospital (GRH) and St. Mary's General Hospital (SMGH)
- 29% of activity at GRH and SMGH serves patients outside Kitchener Waterloo Area.



One System Serving the Community

GRH Services of Emphasis:

Cancer
Maternal/Child
Mental Health
Renal Dialysis
Stroke Program
Trauma
Neurology
Complex Continuing Care
Rehabilitation

SMGH Services of Emphasis:

Cardiac
Respiratory Medicine
Ophthalmology
Urology
Day Surgery Procedures

Services Provided by SMGH & GRH:

Emergency Medicine
Surgery
Medical Imaging, Nuclear Medicine, Laboratory Services



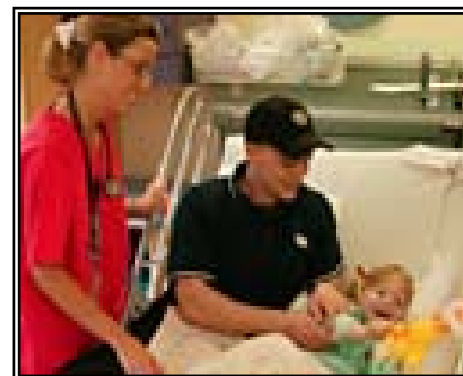
One System Serving the Community: Grand River Hospital and St. Mary's General Hospital

Our People



Total Staff: 4,038
Total Medical Staff: 610
(shared)
Total Volunteers: 1295

Our Patients



Emergency Dept. Visits: 96,318
Surgical Cases: 20,469
Admissions: 29,278
Ambulatory Care visits: 205,546



Joint Strategic Directions

**Human
Resources
Plan**

**Coordinated
and
Integrated
Clinical Care**

**Information
Technology
Network.**



Shared Initiatives Supporting WWLHIN Integrated Health Services Plan (IHSP)

“Improved accessibility, Population Health, System Effectiveness and Community Capacity”

- Central Supply Warehouse/Supply Chain Management
 - LHIN 3 & LHIN 4 Acute Hospitals
- Dictation/Transcription System – WWLHIN Acute Hospitals
- Microbiology - CMH, GRH, SMGH, North Wellington Healthcare Alliance
- Histology Services - GRH, SMGH
- Biomedical Services - GRH, SMGH
- 2005 & 2006 Long Term Care Education initiative for more than 165 nurses
- Regional Diabetes Collaborative
- Home at Last Pilot Project



Shared Initiatives Supporting WWLHIN Integrated Health Services Plan (IHSP)

“Improved accessibility, Population Health, System Effectiveness and Community Capacity”

- Infection Prevention & Control Policies, Procedures & Protocols
- Joint Pharmacy and Therapeutics Committee
- Shared Medical Directives
- Leadership in Rehabilitation, Chronic Disease Prevention and Management and Palliative Care LHIN Communities of Interest
- Regional Care Maps



Shared Initiatives Supporting WWLHIN Integrated Health Services Plan (IHSP)

“Improved accessibility, Population Health, System Effectiveness and Community Capacity”

- “High Performance Hospitals”
(Provincial Hospital Report Card)
 - Complex Continuing Care
 - Rehabilitation
 - Clinical Outcomes (Emergency and Acute Care)
- Improved Access to Emergency Care
- Redevelopment and modernization of facilities





Shared Initiatives Supporting WWLHIN Integrated Health Services Plan (IHSP)

“Improved accessibility, Population Health, System Effectiveness and Community Capacity”

Integrated Management Structures

- VP Diagnostic Imaging and Lab
- VP Mental Health - GRH and CMH
- Chief Information Officer (recruiting)
- Director Engineering Services
- Director Laboratory Services
- Director Nuclear Medicine
- Shared Medical Leadership Positions & Medical Staff



SMGH Initiatives Supporting WWLHIN Integrated Health Services Plan (IHSP)

“Improved accessibility, Population Health, System Effectiveness and Community Capacity”

Cardiac Program

- Volume has increased beyond original expectations
- Primary angioplasty regionally initiated January 2006
- Cardiac Arrhythmia proposal
- Cardiac Rehabilitation Alumni program

Chest Program

- Combined Respiratory and Thoracic Surgery Unit
 - 11% growth from 2005/06 to 2006/07
- Outpatient Airway Clinic follow up for Emergency patients
- Provide education & support best practice asthma, Chronic Obstructive Pulmonary Disease in community physician offices
- Thoracic surgery consolidated at SMGH in April 2007
 - 4% growth/year





GRH Initiatives Supporting IHSP

“Improved Accessibility, Population Health, System Effectiveness, and Community Capacity”

- Follow up clinics for Emergency Patients
- Improve Access to Critical Care - 2 additional ICU beds
- Regional Stroke Services - enhance neurology services
- Alternative level of care beds at Freeport
- Hospice and Palliative Care Services - participate in COI
- Primary Care at Freeport for patients without family physicians
- Stroke Prevention Clinic serving WWLHIN
- Clinic for prenatal and postnatal women with no family physician (includes newborn care)
- Encourage population utilization of Cancer Screening
 - Screening mammography and colonoscopy





Supporting the WWLHIN Action Plan Priorities

- Integrated Health Services Plan Priorities:
 - Services for Seniors
 - Mental Health and Addictions
 - Chronic Disease Prevention and Management
 - Wait Times
 - E-Health



Services for Seniors

Current Initiatives

- Focus on Elder Health: Geriatric Nurse Practitioners to support care

Future Initiatives

- Expansion of Community Geriatric Support





Mental Health and Addictions

Current Initiatives

- Participation with community agencies for crisis protocols
- New joint addictions service with courts
- Joint Psychiatric Nursing Fair
- Community panel for recruitment of psychiatrists (CMH, GRH, Family Health Teams)

Future Initiatives

- Mental Health psychiatry outreach for Children
- Expansion of outpatient withdrawal management programs to other communities
- Collaboration with Family Health Teams and Community Health Centres
- Expansion of specialized geriatric psychiatric services



Chronic Disease Prevention & Management

Current Initiatives

- Airway Clinic – partnership with Public Health, Family Health Teams
- Chronic Obstructive Pulmonary Disease (COPD) Clinic Community Activation Program
- Heart Failure project - SMGH/Family Health Team
- Diabetes Education Clinic
- Smoking Cessation Program



Future Initiatives

- Leadership and Participation in Chronic Disease Prevention and Management Community of Interest
- Expansion of Chronic Ventilation Program



Wait Times

Current Initiatives

- Elective Cardiac Surgery
 - Wait Time decrease from 146 days to 38 days (most significant decrease in Ontario)
- Coronary Angioplasty & Catheterization
 - Wait Time decrease from 28 days to 6 days (shortest in Ontario)
- Consolidation of Thoracic Surgery
- Implementation of Emergency Department recommendations
- Cancer Surgery (GRH and SMGH)
- Cataract Surgery
- Hip and Knee Arthroplasty
- Breast Assessment Centre



Future Initiatives

- Cardiac Arrhythmia Proposal
- Prostate Biopsies
- MRI



E-Health

Current Initiatives

- Diagnostic Image Repository for LHIN 3 & LHIN 4
- Electronic Health Record
- Digital Voice Dictation- LHIN 3
- Common Network Connectivity (WREPNET)
- Cancer Case Staging
- Regional Telephony Consolidation
- E-CHIN (electronic children's health information network)



Future Initiatives

- Ontario Lab Information System
- LHIN Patient Portal
- LHIN Provider Portal



Current Pressures

- Demographic shift and related pressures for the future
 - Population growth to 2015 projected at 14%
 - Population growth and aging - increase demand for services by 2.6% per year
 - Shortage of Professional Staff (Physicians, Nursing, Pharmacy)
- Ongoing Challenges
 - Improved flow and support systems in the community to enable better utilization of health care services
- Alternative Level of Care (ALC)
 - Increase of 92% ALC patient days in an acute care setting from 2005/2006 to 2006/2007.
 - Average of 33 patients that are ALC at GRH and SMGH



Current Pressures

- Alternate Level of Care - Bed management
 - Bed Capacity in the system
- Need for Supportive Housing
- Infection Control Issues
 - Vancomycin Resistant Enterococci (VRE)
 - Methicillin-resistant Staphylococcus aureus (MRSA)
- CCAC
- Mental Health/Addictions



One System Serving the Community

- How can we partner with community providers to better support independence for the elderly?
- How can we support a more seamless network of services for people living in our community with addictions and mental health issues?
- Where can SMGH and GRH contribute to better care for chronic diseases, like asthma, diabetes, congestive heart failure, COPD and depression beyond treatment of acute episodes?