

# Executive Report

July 2, 2008

## Report from the OHA

### Bill to Amend *Ombudsman Act* Proposes to Extend Ombudsman's Authority

The Ontario Hospital Association (OHA) recently published a backgrounder on Bill 89, *The Ombudsman Amendment Act (Hospitals and Long-Term Care Facilities), 2008*. The bill was introduced as a private members bill by Member of Provincial Parliament (MPP) France G  linas (NDP-Nickel Belt). The bill proposes to extend the current powers of the Ombudsman under the *Ombudsman Act* to investigate matters concerning the administration of hospitals and long-term care facilities. The bill will likely be tabled for second reading when the house returns in the fall.

The backgrounder outlines the key provisions of the bill and provides a brief overview of the Ombudsman's current role, as well as the areas which fall under his investigative authority.

To access the backgrounder, visit [www.oha.com](http://www.oha.com), under "Communications - Legislative Issues and Analysis." For further information, contact Melissa Radolli at 416-205-1322 or [mradolli@oha.com](mailto:mradolli@oha.com).

### Governance Update Newsletter Available

The summer 2008 issue of the *Governance Update* newsletter features the second in a series of interviews on *Leaders Building the Health System of Tomorrow*. David Brown, Counsel at Davies Ward Phillips & Vineberg LLP, former Chair and Chief Executive Officer (CEO) of the Ontario Securities Commission, and most recently, Chairperson of the OHA's Governance Leadership Council (GLC) talks about the GLC and its role, and how the council can support health care in the area of governance.

The issue also features a brief overview of Pay for Performance and looks at Accreditation Canada's standards for sustainable governance. A copy of the issue is available through this week's *Executive Update* email and on the Governance Centre of

Excellence website at [www.gce-oha.com](http://www.gce-oha.com), under "Governance Update Newsletter." For further information, contact Lina Pallotta at 416-205-1313 or [lpallotta@oha.com](mailto:lpallotta@oha.com).

**HealthAchieve**  
Inspiring Ideas & Innovation | 2008

### Call for Submissions: Leading Practices Electronic Display Deadline Approaches

The Leading Practices Electronic Display submission deadline is fast approaching. All health care organizations across Canada are encouraged to submit their application form by July 11, 2008. This is a great opportunity to showcase new and innovative programs and activities at HealthAchieve2008, being held November 3, 4 and 5. The displays offer provinces, regions, hospitals, health care institutions and health management organizations, locally and abroad, the opportunity to share what they have done to improve the patient experience. Visit the HealthAchieve website at [www.healthachieve.com/leadingpractices](http://www.healthachieve.com/leadingpractices) for submission guidelines and to access the online application form. For further information, contact Lina Pallotta at [lpallotta@oha.com](mailto:lpallotta@oha.com).

### Early Registration Can Save Up to \$125

Take advantage of the early registration discount and save up to \$125.00 if you register by **Friday, September 12, 2008**. Delegates are encouraged to register online by visiting [www.healthachieve.com](http://www.healthachieve.com).

Book early to ensure your choice of hotel during your stay in Toronto. When making a hotel reservation, identify yourself as a delegate attending HealthAchieve2008 to qualify for the special hotel rates. For further information regarding registration, program and exhibit floor information and hotel accommodations, call 416-205-1361/416-205-1362 or email [healthachieve@oha.com](mailto:healthachieve@oha.com).

# Report on Health Care

## HDGH Aims for Seamless Flow of Patients

For the past year, Hôtel-Dieu Grace Hospital (HDGH) in Windsor has been participating as a pilot site for a quality improvement project called the “Flo” Collaborative initiated by the Ontario Health Performance Initiative (OHPI) – a joint initiative of the Health System Strategy and Health System Accountability and Performance Divisions of the Ministry of Health and Long-Term Care (MOHLTC). The 18-month project focuses on improving efficiencies through enhanced collaboration to make the transition from acute care to other settings more efficient and seamless.

2North Medical at HDGH and the Erie St. Clair Community Care Access Centre (CCAC) have been engaged in a number of intensive, action-based initiatives aimed at improving the seamless flow of patients from hospital admission to subsequent care destinations for all patients, not only those designated as alternate levels of care (ALC).

A three-day value stream workshop held in June 2007 and Rapid Improvement Events (RIEs) held from July to September, successfully identified areas of improvement to facilitate the flow of patients requiring home care or ALC. The team from 2North and the CCAC mapped out the process of patients from the time of arrival at hospital to their transition back to the community, and set a goal to eliminate bottlenecks, shorten the length of stay, decrease costs and increase patient and staff satisfaction. The 10 member Flo core team will continue to meet every two weeks until the project comes to a close in January 2009.

## Ophthalmology Team at SMH Performs Ground-Breaking Eye Surgery

A team led by Dr. Baseer Khan at Stevenson Memorial Hospital (SMH) recently became the third team in Canada to perform a Canaloplasty, a minimally invasive procedure, which provides the hope of managing glaucoma without medication or major surgery. Glaucoma, a group of diseases, results in optic nerve damage and is the second highest cause of blindness worldwide according to the World Health Organization (WHO).

The awesome skills and flexibility of the nurses, as well as the support from the SMH administration made this milestone possible. To date, Dr. Khan has performed seven procedures at SMH. Patients have experienced excellent visual recovery with significant reduction in eye pressure, which arrests the progression of glaucoma.

## CT/MRI Scan Study Suggests Some Tests are Overprescribed

Although the province’s wait times have improved, Ontarians continue to face long lineups for MRI and CT scans. Based on findings from Ontario’s Institute for Clinical Evaluative Sciences (ICES), scientists conclude that CT/MRI tests could be performed less often for some patients. For the first time, this study puts a spotlight on why tests are ordered and how often they find abnormalities that will influence patient management. For many patients, CT and MRI scans are a crucial part of their care and they are waiting too long for their tests. One way of reducing wait times is to refrain from ordering scans in patients who are unlikely to benefit from them.

The study was based on 11,824 outpatient CT scans and 11,867 outpatient MRI scans from randomly selected Ontario hospitals performed after January 1, 2005. Some findings include:

- Headaches were the most frequent indications for CT scans of the brain; less than 2% of these scans found treatable abnormalities that could explain the headaches.
- Over half of MRI scans of the extremities were for knee pain or suspected cartilage tear; 90% of these scans were abnormal, but the clinical importance of the abnormalities was unclear.
- More MRI scans were performed on patients living in high-income neighbourhoods than in low-income neighbourhoods, suggesting that access to MRI may be influenced by factors other than clinical need alone. No neighbourhood income trend seen for CT scans.
- Family physicians ordered the greatest number of scans, compared to other physician types.

In Ontario, the number of CT scans increased four-fold, and the number of MRI scans increased twelve-fold between 1993 and 2006. Currently, the reported wait times are 5.5 weeks for a CT scan and 14 weeks for an MRI scan, defined as the time by which 90% of patients have had their scans.

# Executive Announcements

St. John's Rehab Hospital appointed **Joyce Bailey** as its new Chair, effective June 23, 2008.

**Janet Ecker** was recently named Board Chair of the Rouge Valley Health System.

On June 20, 2008, St. Joseph's Health Centre, Toronto welcomed **Ellen Malcolmson** and **John Hinds** as newly appointed members of the Board of Directors.

**Neil McEvoy** will step down as CEO of HDGH in Windsor, effective September 26, 2008. Mr. McEvoy will be assuming the role of CEO at Providence Healthcare in Toronto.

Northumberland Hills Hospital's new Vice President of Patient Services and Chief Nursing Executive, **Nancy McNairn**, joined the hospital team on Monday, June 23, 2008.

## Report from the Capitals

### Three New Cancer Drugs Available in Ontario

Ontario is investing \$50 million to give cancer patients better treatment options with three new drugs - including Avastin for the treatment of colorectal cancer. Over the next three years, \$30 million will fund Avastin, a groundbreaking drug that works by cutting off the blood supply specifically to cancerous tumours rather than affecting all the cells in the body. The average length of survival for patients who receive Avastin in combination with other chemotherapy treatments is close to two years, compared to 15 months for patients who do not receive Avastin as part of their therapy.

Approximately \$20 million in funding over the next three years will be invested in Sprycel to treat acute lymphoblastic leukemia and Alimta to treat non-small cell lung cancer. Sprycel and Alimta both provide new options for patients who have not had success with initial cancer drug treatments.

### Ministry of Community Safety and Correctional Services Influenza Pandemic Plan Released

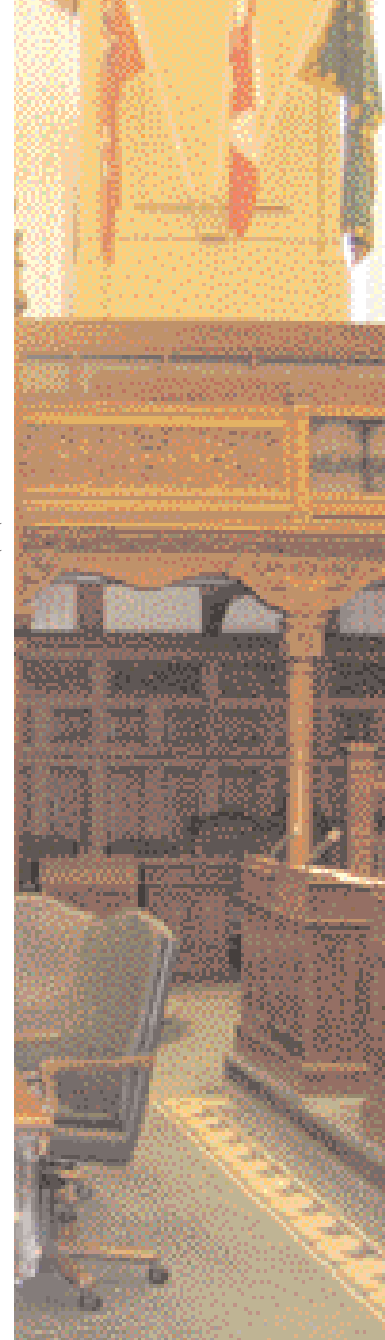
The Ministry of Community Safety and Correctional Services recently published its Influenza Pandemic Plan developed in partnership with the Ministry Pandemic Working Group in consultation with stakeholders. The plan identifies the processes and strategies that would direct the ministry's response to an influenza pandemic, while providing guidance and considerations to assist in local pandemic planning for those sectors under the ministry umbrella. The document supports, and is consistent

with, the MOHLTC Ontario Health Plan for an Influenza Pandemic (OHPIP). To access the plan, visit [www.health.gov.on.ca](http://www.health.gov.on.ca), under "Emergency Management Unit/Emergency Preparedness and Disease Outbreak Information."

### Canada and California Join Forces to Fight Cancer

Canada and California, two world leaders in the area of cancer stem cell research, will join forces to gain a better understanding of the role cancer stem cells play in the development of the disease. Canada will contribute more than \$100 million to the Cancer Stem Cell Consortium (CSCC), which will work with the California Institute for Regenerative Medicine (CIRM) in this exciting new partnership. The three-year agreement lays the foundation for CIRM and CSCC to explore collaborative approaches to evaluate, fund and monitor cancer stem cell research projects.

The first potential area for collaboration under consideration is the upcoming CIRM Disease Team grants. These grants will provide an opportunity for researchers in California and Canada to collaborate, broadening the potential pool of expertise that can be applied toward research in a specific area. The *Disease Team Awards* will support multi-disciplinary teams of scientists in pursuit of therapies for specific diseases. The goal is to fund the work of disease teams that would result in therapy or diagnostics for a particular disease or serious injury. Request for Applications (RFA) for these grants will be issued by CIRM in October 2008 with grants announced in June 2009.



# OHA Conferences

## OHA's Health Care Leadership Summit September 3, 4 & 5, 2008 Huntsville

This conference is designed to provide hospital CEOs with an opportunity to discuss and share perspectives on important issues such as health care integration. This year's summit will showcase other high-performing health care systems and will compare them to Ontario, feature the performance culture imperative, and provide CEOs with an opportunity to strategize about the future of Ontario's health care system. The summit will be chaired by Cliff Nordal, President and CEO of London Health Sciences Centre and St. Joseph's Health Care, London. For further information, contact Eva Bell at 416-205-1342 or ebell@oha.com.

## Adult Education: Leadership and Learning in the Knowledge Organization September 8, 9 & 10, 2008 Toronto

This program will teach participants how to apply adult learning principles to workplace settings. This is a critical survival skill for anyone who leads instructional sessions; regularly makes presentations; provides information or directions to staff, peers, clients or patients; is interested in fostering "learning organization" principles in their work group; or who simply wants to learn more about the nature of learning and how it fits in today's rapidly changing organizations. Register today because space is limited. For further information, contact Marisa Bavaro at 416-205-1309 or mbavaro@oha.com.

## Health Care Financial Managers September 8 & 9, 2008 Toronto

The Health Care Financial Managers Association (HCFMA) and the OHA have designed this conference to address health care issues, improve business performance, and review finance issues in the changing health care system. Featured speakers, David Chilton and Dr. Peter Jensen, will provide insightful and creative perspectives on economics, business leadership, and innovation.

The agenda will cover a variety of topics, including the 2007/08 financial results (Hospital Report funding); an update from the MOHLTC and the Office of the Auditor General of Ontario, a look at the Health-Based Allocation Model (HBAM), Hospital Service

Accountability Agreement (HSAA) negotiations, International Financial Reporting Standards (IFRS), green health care, transforming health care support services, employee future benefits, and succession planning. For further information, contact Sara Simone at 416-205-1314 or ssimone@oha.com.

## Lean/Six Sigma in Health Care September 15, 2008 Toronto

Six Sigma and Lean are two powerful performance improvement methodologies anchored in the scientific method that aims to define, measure, analyze, improve, and control proven solutions. Lean/Six Sigma is an effective strategy that has been used for several years by businesses outside of the health care community to improve their bottom line while also improving process performance, customer satisfaction and quality. In recent years, health care organizations have increasingly adopted the Lean/Six Sigma approach to improve their operational and clinical processes while reducing medical errors and improving patient safety and satisfaction.

This one-day conference will demonstrate how to apply Lean/Six Sigma principles to your health care organization from the advice of leading experts in North America. For further information, contact Kerry Vincent at 416-205-1306 or kvincent@oha.com.

## Health Care Governance Forum September 16 & 17, 2008 Toronto

Today, almost 3,500 Ontarians serve as trustees of their local hospitals and bring the voices and perspectives of their neighbours to determine on how their hospital operates. Any organization that embraces openness and accountability as readily as Ontario's hospitals must also manage the tensions that may arise during public debates about complex issues. These debates, along with strict reporting requirements, quality, and other accountability measures have made hospital trustee leadership more important than ever. This conference provides a valuable opportunity for trustees to network, learn and share best practices with colleagues.

This year's conference will begin with Longwoods Publishing's *Breakfast with the Chiefs* featuring Dr. Alan Hudson, Lead of Access to Services and Wait Times, MOHLTC. A number of

*(continued on next page)*

# OHA Conferences (continued)

thought-provoking presentations will include topics such as working in a LHIN (Local Health Integration Network) environment, community engagement, CEO pay for performance, and physician relationships. For further information, contact Josie Mazzola at 416-205-1356 or [jmazzola@oha.com](mailto:jmazzola@oha.com).

## Incident Management System (IMS) for Health Care Facilities October 20, 21 & 22, 2008 Toronto

The Incident Management System (IMS) is a recognized North American standard essential for management of emergency incidents of any nature. In the United States and Canada, IMS is increasingly used by emergency medical services. Many hospitals and other health care providers are starting to implement IMS within their organization, which is essential in executing an effective, coordinated, multi-agency response. Large scale incidents will be addressed by multiple first responders. IMS will allow for standardization of language, a common approach, enhanced communication, management of human and physical resources, and partnerships with other emergency services.

This course is geared toward hospital staff directly involved in the development and operations of emergency management planning and procedures within their organization and will be of interest to individuals who have direct responsibility for safety and security, emergency procedures, risk management, as well as senior administrators, critical care providers, emergency department staff, and clinical educators. For further information, contact Marisa Bavaro at 416-205-1309 or [mbavaro@oha.com](mailto:mbavaro@oha.com).

## Management Information Systems (MIS) Guidelines, Level II November 12, 13 & 14, 2008 Toronto

This course was developed by the OHA in cooperation with the Canadian Institute for Health Information (CIHI), the MOHLTC and the Joint Policy and Planning Committee (JPPC).

MIS Indicators link financial and statistical data together to generate information about the cost and utilization of resources in the provision of health care services. These include indicators related to staffing, workload, finance, productivity and utilization. This course will use case studies to help participants understand how MIS data can be used to enhance strategic and operational decision-making through the use of facility and functional centre indicators. Case studies will provide the opportunity to analyze data, learn the limitation and strengths of the indicators, and to apply that knowledge to real life situations that may arise in the course of daily work. The information will be of particular interest to those who use the data for decision-making, rather than those who are responsible for data collection and reporting. For further information, contact Marisa Bavaro at 416-205-1309 or [mbavaro@oha.com](mailto:mbavaro@oha.com).

## Patient Safety Course November 20 & 21, 2008 Toronto

The goal of this course is to provide both theoretical knowledge regarding patient safety, as well as tools, case studies and examples of applications in a variety of settings. Patient safety principles and evidence-based patient safety practices are presented to assist health care providers and organizations in developing patient safety programs. For further information, contact Marisa Bavaro at 416-205-1309 or [mbavaro@oha.com](mailto:mbavaro@oha.com).



200 Front Street West, Ste. 2800  
Toronto, ON M5V 3L1  
Tel: 416 205 1300  
Fax: 416 205 1360  
[www.oha.com](http://www.oha.com)

## Executive Report

The Executive Report is a weekly publication of the OHA

Editor:  
Tamarah Harel  
416 205 1346  
[tharel@oha.com](mailto:tharel@oha.com)