

Executive Report

June 4, 2008

Report from the OHA

OHA Submission to HPRAC Supports Effective IPC Implementation

On May 30, 2008, the Ontario Hospital Association (OHA) responded on behalf of its members to the Health Professions Regulatory Advisory Committee's (HPRAC) *Consultation Discussion Guide on Issues Related to the Ministerial Referral on Interprofessional Collaboration among Health Colleges and Professionals*. The OHA's submission, which responds to issues identified in HPRAC's discussion guide, reflects the views of senior administration and health professional leaders from hospitals of varying types (academic, community, small, mental health, complex continuing care and rehabilitation) and geographic locations. The OHA is committed to forming partnerships and working with all health care system stakeholders to ensure the ongoing, effective implementation of interprofessional collaboration (IPC).

The OHA strongly supports the adoption of IPC in both the health care and education sectors, which will lead to a more effective, integrated health care system that enhances access to quality care, provider satisfaction and organizational efficiency. The incorporation of IPC requires a cultural transformation at the system, regional and local levels. Thus, the ongoing commitment and leadership of hospital boards are essential to championing IPC through providing the education, resources and tools necessary to facilitate collaboration.

A link to the OHA's submission to HPRAC is provided in this week's *Executive Update* email.

For further information, contact Heather Stewart at 416-205-1321 or hstewart@oha.com.

New and Updated Performance Indicators on Health System Facts and Figures Website

The OHA's Health System Facts and Figures website has been updated with new information from the Ontario Health Quality Council (OHQC) *2008 Report on Ontario's Health System* and the Canadian Institute for Health Information (CIHI) *Health Indicators 2008*.

The updates can be viewed at www.healthsystemfacts.com, under "System Performance," which provides an at-a-glance view of Ontario's health system performance compared to other provinces and Canada across 46 indicators. Additional slides providing other national/international comparisons are available through a members'-only login.

Health System Facts and Figures, a handy reference of key facts and figures about health care in Ontario and beyond, is updated on a regular basis.

For further information, contact Andrea Wong at 416-205-1444 or awong@oha.com.

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Report from the

CDU Pilot Sites Selected

The 2004 Physician Services Agreement between the Ontario Medical Association (OMA) and the Ministry of Health and Long-Term Care (MOHLTC) provides for exploring the utility of the Clinical Decision Units (CDUs) to manage increasing demand on hospitals by avoiding unnecessary hospital admissions. Funding of \$3 million for physician services is available for the purpose of piloting and evaluating CDUs.

A tripartite working group, with representation from the MOHLTC, the OMA and the OHA, was convened to manage the CDU pilot site selection process and provide recommendations to the Physician Services Committee (PSC).

In early 2008, the CDU Working Group (WG) invited eligible hospitals to submit an expression of interest for a CDU pilot site. Twenty-four hospitals submitted expressions of interest. The CDU WG would like to thank the hospitals who submitted applications.

We are pleased to report that the PSC has approved the following hospitals to participate in the CDU pilot sites:

- Guelph General Hospital
- Hotel Dieu Grace Hospital, Windsor
- Humber River Regional Hospital
- Joseph Brant Memorial Hospital
- The Niagara Health System - St. Catharine's site
- The Ottawa Hospital - Civic Campus
- Quinte Healthcare Corporation - Belleville

While CDUs have existed informally at some of Ontario's hospitals for several years, the ability and willingness to introduce or expand the concept has been limited by several factors including the lack of physician compensation. By formalizing the CDU model and funding, and clearly articulating the roles, responsibilities and training requirements, many of the challenges of implementing a model can be addressed.

For further information, contact Heather Stewart at 416-205-1321 or hstewart@oha.com.

Physician Behaviour in the Professional Environment - Register Now

In March and in May 2008, representatives of the OHA, the College of Physicians and Surgeons of Ontario (CPSO) and the OMA, conducted educational videoconferences entitled, *Managing*

Physician Behaviour in a Professional Environment. The purpose of the conferences was to raise awareness and understanding among hospital executives and physician leaders about the outcome of CPSO's *Disruptive Physician Behaviour Initiative*. Participants learned about the prevalence, impact and causes of disruptive behaviour among physicians; the CPSO's new policy published in February 2008, *Physician Behaviour in the Professional Environment*; as well as methods and tools for creating codes of conduct and interventions designed to prevent and manage situations of physician disruptive behaviour.

These seminars are also being held in London, Ottawa and Toronto. To register, visit www.oha.com, under "Professional Development and Events - Conferences." These sessions are open to all area hospitals and physicians.

For further information, contact Cassandra Varga at 416-205-1352 or cvarga@oha.com.



Financial Management Session Keynote Speaker Provides Humorous Insights into Human Behavior

The keynote speaker for the November 4th *Financial Management* session at HealthAchieve2008, is Dan Ariely, a Leading Behavioral Economist and author of the *New York Times* best seller, *Predictably Irrational: The Hidden Forces that Shape Our Decisions*.

Ariely's research has shown that we all succumb to irrationality in situations where rational thought is expected. He is an expert on how people actually act – and why they act – in all kinds of business and economic environments, and what this means for business innovation, strategy and marketing. In his ground-breaking work, Ariely often presents humorous and peculiar research findings that provide new insights into human behaviour to better help inform our decisions as individuals, as organizations and as a society.

For further information, visit www.healthachive.com.

Report on Health Care

Key Hospitals and Universities Partner Up to Study Ontario's Health Care System

Leading university and hospital-based scientists – the Ottawa Health Research Institute, Queen's University, The University of Toronto, The Hospital for Sick Children (Sick Kids), Women's College Hospital and the Toronto Rehabilitation Institute – have joined with the Institute for Clinical Evaluative Sciences (ICES) to partner on research dedicated to addressing some of the most complex and challenging issues affecting health care in Ontario. This union of Ontario's brightest minds will create North America's largest health services research organization. While medical research provides the province with new patient-based treatments, health services research determines if these treatments are being put to the best possible use in enhancing system effectiveness.

ICES tracks the health care data of Ontario's 12 million residents. Every time a patient visits a doctor or uses their health care card, the information is recorded, but the patient's name remains anonymous to protect individual privacy. The records can then be analyzed to study specific ailments like heart disease, variation in rates of diabetes across Toronto, how to improve care of children with asthma, or which drugs for diabetes are safest. Having data linked to real patients allows researchers to obtain a more comprehensive view of specific health care issues.

New Centre to Offer Mental Health and Addiction Services

St. Joseph's Care Group announced that construction is underway for the new Sister Margaret Smith Centre (SMSC). This new facility is greatly needed to meet the increasing demand for mental health and addiction services in a more accessible building. The new facility's modern design was influenced by the current and future needs of clients, family members and the communities served. High quality, client-centred care in mental health and addiction services will continue to be provided by staff in residential, community-based and outpatient settings. For over 40 years, the Sister Margaret Smith Centre has been providing mental health and addiction services to Thunder Bay and the region at its current location at St. Joseph's Hospital.

Bluewater Health Joins CHIS

Consolidated Health Information Services (CHIS) has announced Bluewater Health as its newest member. At its meeting on May 27, 2008, the Erie St. Clair Local Health Integration Network (LHIN) endorsed the direction that CHIS and Bluewater have been pursuing, and cleared the way for continued planning and implementation.

CHIS, a not-for-profit organization, is an Information Systems (IS) and Information Technology (IT) company specializing in serving the unique and complex needs of health care clients offering IT services to member organizations in southwest Ontario. Incorporated in 2005, CHIS has over 40 staff with clinical and systems expertise, and an annual budget of approximately \$4 million. Founding members of CHIS were the Chatham-Kent Health Alliance and Windsor Regional Hospital.

CHIS services to member hospitals include advising on regional IT/IS strategies; IT/IS department management; customer service; implementation of hardware/software; software support; network management; systems security, maintenance and disaster recovery; staff education; and project management. In its first two years of operation, CHIS has accelerated adoption of new IT applications; improved efficiency, service and capacity; and reduced costs.

Hospital Rehabilitation Stays Getting Shorter

The average length-of-stay for patients in hospital rehabilitation declined from 22 days to 18 days over five years, according to a new report from CIHI. *Inpatient Rehabilitation in Canada, 2006-2007*, CIHI's fifth annual report on rehabilitation services in Canada, is based on data for over 30,000 patients in participating facilities in seven provinces. Most patients in rehabilitation (47%) were admitted for an orthopaedic condition, while the second-largest group consisted of those recovering from a stroke (16%). The vast majority (92%) of inpatient rehabilitation patients were transferred from acute care, and over half (55%) were admitted on the same day they were determined to be clinically ready for rehabilitation.

Executive Announcements

Judith John has been recently appointed as Vice-President of Communications and Public Affairs at Sick Kids, effective June 2, 2008.

Kevin Empey was appointed to the position of Chief Executive Officer (CEO), Lakeridge Health Network on May 28, 2008.

Stevenson Memorial Hospital's (SMH) Supervisor announced on

May 29, 2008, the appointment of SMH board-designate officers: Ted Vandevlis, Chair; Scott Anderson, Vice Chair; and John Swinden, Treasurer.

Retinal specialist Dr. Jeffrey Gale at Hotel Dieu Hospital in Kingston was recently honoured with the *Garth Taylor Excellence in Teaching Award* for 2007-2008.

Report from Queen's Park

Ontario Tackles ER Waits with a \$109 Million Investment

Responding to challenges patients are facing in emergency rooms (ER), the government is taking coordinated steps to reduce wait times and improve patient satisfaction. On May 30, 2008, Minister of Health and Long-Term Care George Smitherman announced a \$109 million investment to help relieve long ER wait times, resulting in part from the high number of alternate level of care (ALC) patients occupying acute care hospital beds, making it difficult to admit patients from the ER to hospital. The announcement is the first in a series and builds momentum on ER wait times' reductions.

Ontario's \$109 million investment includes:

- \$39.5 Million for a Performance Fund targeting Ontario's 23 poorest performing emergency rooms, IT enhancements and coaching teams to enhance hospital efficiency;
- \$38.5 million for increased home care, personal support and homemaking services and enhanced integration between hospitals and Community Care Access Centres;
- \$22 million in new priority funding for Ontario's 14 LHINs to invest in local solutions to further address ALC pressures;
- \$4.5 million for dedicated nurses to care for patients who arrive at ERs by ambulance to ease ambulance offload delays; and
- \$4.5 million for new nurse-led outreach teams to provide more care to patients in long-term care homes to avoid transfers to the ER.

With the May 30 announcement, Dr. Kevin Smith, President and CEO of St. Joseph's Healthcare in

Hamilton, is being appointed Expert Panel Lead - ALC.

Dr. Smith will be working with Dr. Michael Schull, Senior Scientist, ICES and Director of Emergency Medicine at University of Toronto, who was previously appointed as Expert Panel Lead for ER Wait Times.

New Health Hub for Orléans

Ontario is moving ahead with a family health hub for Orléans under the leadership of Hôpital Montfort. A \$100,000 capital planning grant is being provided to the hospital to develop a detailed proposal and business case which will help carry the vision forward. This new venture offers a variety of health services under one roof so that community residents can access care closer to home.

The Orléans Urgent Care Clinic is receiving \$300,000 from the government to support nursing services that will help the clinic stabilize its services and pave the way for future integration into the proposed health hub.

At the centre of the hub will be a new Family Health Team (FHT). Ontario is awarding the first of its 50 new FHTs to Orléans. These teams provide comprehensive care, tailored to the community, by bringing together doctors, nurses, nurse practitioners, health promoters and other health care providers. The expansive health centre would also be home to a range of new diagnostic, treatment and community health services, and consolidate some ambulatory health services already provided through Hôpital Montfort.



OHA Conferences

Health Promoting Hospitals

June 12 & 13, 2008

Toronto

Historically, hospitals and health services have developed around their ability to treat disease and support patients' health. This focus has been challenged in recent decades to include health promotion as an effective response to counter rising levels of chronic disease and to improve overall health. Much progress has been made in improving health within the hospital setting by looking at the broader cultural, social and environmental issues which can support health and well-being. There is also increasing evidence for health promotion at the organizational level and in clinical settings that align with quality improvement approaches.

This conference will focus on how hospitals can improve health for staff, patients, and communities through organizational and cultural change. Participants will also have an opportunity to explore effective change management, the World Health Organization's (WHO) Health Promoting Hospitals model, as well as strategies and successes from hospital health promotion initiatives in Quebec and Ontario. For further information, contact Sara Simone at 416-205-1314 or ssimone@oha.com.

Making the Business Case for e-Health

June 17, 2008

Toronto

In the fight for scarce resources, demonstrating the value of projects focused on emerging technologies is an ongoing challenge. However, all providers and planners are affected by e-Health. Conference participants will have the opportunity to benefit from the experience of others and participate in discussions with a variety of speakers representing perspectives from both within Ontario and western Canada. Participants will learn how to make a successful business case for e-Health, what a successful strategic investment in e-Health looks like, the directions and priorities of the province and LHINs with respect to e-Health, opportunities for integration and existing priorities across health system providers, and the techniques for measuring the value of e-Health investments. For further information, contact Shannon Byck at 416-205-1357 or sbyck@oha.com.

Family and Patient-Centred Care: Using the Lived Experience

June 23, 2008

Toronto

The most effective patient care occurs when health care facilities, patients and their families work together as a team. This team can better understand the choices and decisions that need to be made by creating an open and transparent culture, which in turn, benefits the patients and their families, and the health care organization.

Fostering and enhancing family and patient-centred care is a multifaceted challenge. Participants will learn about the experiences of many organizations that have achieved remarkable results in family and patient-centred care. Topics for discussion will include lessons learned, organizational leadership, cultural transformation and a family's perspective. For further information, contact Shannon Byck at 416-205-1357 or sbyck@oha.com.

OHA's Health Care Leadership Summit

September 3, 4 & 5, 2008

Huntsville

This conference is designed to provide hospital CEOs with an opportunity to dialogue 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 these 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.

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.

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OHA Conferences (continued)

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 and 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

Ontario's hospitals have a proud history of voluntary community governance. Almost 3,500 Ontarians serve as trustees of their local hospitals and bring the voices and perspectives of their neighbours to bear 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 the leadership of the hospital trustee more important than ever. This conference provides a valuable opportunity for trustees to network, to learn, and to share best practices with colleagues. **For further information, contact Josie Mazzola at 416-205-1356 or jmazzola@oha.com.**

Mental Health and Patient Safety: The Beginning of Our Journey September 18, 2008 (Evening Reception) September 19, 2008 Toronto

The OHA, in partnership with the Canadian Patient Safety Institute (CPSI), is pleased to present this one-day national conference on patient safety and mental health which will provide valuable information from international and national leading experts. Participants will have the opportunity to discuss the major themes, priority issues and actions for patient safety in mental health; learn about best practices and programs; and share ideas for advancing the patient safety agenda within the mental health sector. **For further information, contact Kerry Vincent at 416-205-1306 or kvincent@oha.com.**



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