



June 2008

# LHINKAGES

CONNECTING OUR COMMUNITIES IN HEALTH

## In·no·va·tion

Innovation is one of the core values of the North West LHIN. If the North West LHIN were to do a count of the number of times the word “innovation” has appeared in our communications to the health service community, it would probably number in the thousands. It’s not that we are intentionally being repetitive or can’t think of a better word. The word “innovation” won’t go away because it is essential in developing an efficient and sustainable health system that will be there for our children and grandchildren. And this is the North West LHIN’s mission.

Quality health care is a priority for Ontarians but not, they say, at any expense. The Ontario Chamber of Commerce is calling for a debate

about the growing cost of health care in the province. With health care comprising 46 percent of the Ontario budget, it says, a declining share of revenues is being left for other critical public investments.

The Ontario Health Quality Council (OHQC) just released its 2008 Report on the performance of Ontario’s health system. It reviewed nine attributes of a high-performance health care system, including efficiency. The health system, it says, needs to continually look for ways to reduce waste, including waste of supplies, equipment, time, ideas and information.

*“We cannot solve the problems we face with the same kind of thinking that created them”*

~ Albert Einstein

This is critical, according to the OHQC Report, to ensure we can keep paying for our health care system, which is a constant concern for the people of Ontario.

Innovation, whether major or minor in scope, will have a big impact on the affordability of health care.

## What Innovation Means

Innovation refers to the introduction of services, programs, service providers or methods of service delivery that are new, unusual, or in other ways different from those previously used.

Minister of Health and Long-Term Care, George Smitherman has stressed to the LHINs the need to team with new partners, including non-health service providers, to deliver new services in new ways to seniors under the Aging at Home strategy. To be sure this happens, 20% of the projects must qualify as innovative as per the definition above.

Innovation is being tied to funding in the service agreements that LHINs will be negotiating with their health service providers. There is a requirement for innovation in the Hospital Service Accountability Agreements this year, just as there will be in the upcoming agreements with the other sectors over the next few years.

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Ontario

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## Innovative Capacity Building

### Supporting Chronic Disease Prevention & Management through Self-Management

Chronic diseases are those that have a prolonged course, do not resolve spontaneously and for which a complete cure is rarely achieved.

(Health Canada, 2007)

Improving chronic disease prevention and management is a priority for the North West LHIN as identified in its *Integrated Health Services Plan*. The literature related to best practices in this area is huge and growing. A common theme throughout is the importance of self-management for people living with chronic illness.

The majority of people with chronic illness manage at home independently most of the time. This requires knowledge, support and confidence. In supporting individuals to manage effectively, quality of life is improved and fewer admissions to hospital result. Building capacity in the area of chronic disease self-management is therefore an important strategy in moving forward.

To increase capacity in this area, the North West LHIN sponsored the Stanford University Chronic Disease Self-Management Program in March 2008. Twenty-eight health professionals from throughout Northwestern Ontario participated, and all received Master Trainer certification. This qualifies them to train others throughout the North West LHIN area in chronic disease self-management. Graduates of the program are now initiating sessions in their respective areas.

## In·no·va·tion (Continued)

Recently, innovation in the North West LHIN was celebrated at two events in Toronto. Fifteen projects were on display at the *Celebrating Innovations in Health Care Expo*, with one receiving a Minister's Award in its category. As well, three service providers were invited to do presentations on their special seniors' projects at the *Aging at Home Innovations Showcase*. See page 3 and 4 for a full listing of all of these projects and read what is going on across our region.

The LHIN is always encouraging collaboration and coordination between partners. To help initiate fresh ideas and action, we hosted an incredible event in March featuring four speakers who have had hands-on roles in health system transformation. This event is featured on page 4. We titled the event "*An Opportunity for Real Change*" which is a fitting theme for this year.

In order to "walk the innovation talk", we decided to take a new approach to sharing all of the valuable information from our March event with our local health care system ... and beyond. We have posted the presentations on YouTube. Our YouTube site is titled LHINNWO. Check it out!

We have been introducing our LHIN staff through *LHINKages*. On page 8, we introduce two senior consultants who inherently look at new ways of doing things. They constantly challenge the status quo with an aim to making the North West LHIN a leader in best practices in health system transformation.

## Celebrating Innovation in the Northwest Innovations from the North West LHIN Showcased in Toronto

Innovations are important to the North West LHIN as we move toward our Vision "*Healthier people, a strong health system - our future*".

Innovations in health care were the focus of two provincial events held in Toronto on April 22 and 23: the *Celebrating Innovations in Health Care Expo* and the *Aging at Home Innovations Showcase*.

### An Award Winner and Finalist at the Innovations Expo

The number of innovations from the North West LHIN highlighted at the Expo was a real testament to the creative and innovative thinking taking place in our local health system.



Pictured are Minister of Health and Long-Term Care, George Smitherman with Wendy Talbot, Susan Alexander and Shaun Peirce from NorWest Community Health Centres.

### The Mobile Unit of the NorWest Community Health Centres

received a Minister's Award in the category "Meeting Community Needs Through Integrated Care". The NorWest CHC's Mobile Unit (van) travels to small remote, rural communities in the Thunder Bay District to provide primary health care and health promotion services to residents with limited access to care due to distance and a lack of service providers.

# Celebrating Innovation in the Northwest

## Innovations from the North West LHIN Showcased in Toronto *(Continued)*

The **Thunder Bay Regional Health Sciences Centre’s “GO Team”** was an award finalist in the “Innovations in Health Human Resources” category. The GO Team is a 6 person team of highly motivated leaders working as internal facilitators, with a focus to make good teams great.

The North West LHIN had a total of 15 exhibitors sharing their innovations at the Expo. The remaining 13 included:

- Dryden Regional Health Centre, Still Me
- Fort Frances Family Health Team, Global Community/ Universal Needs
- Crisis Response Services (Dryden), Integrated Community Stabilization Unit
- Sioux Lookout Meno Ya Win Health Centre, Odabidamageg: A Culturally Appropriate Approach to Governance and Leadership
- Thunder Bay Regional Health Sciences Centre, The Maternity Centre--A Collaborative Care Model
- Sioux Lookout Meno Ya Win Health Centre, Cultural Competency Continuum
- Sioux Lookout Meno Ya Win Health Centre, The Care and Handling of Fetal Remains after a Miscarriage or Stillbirth
- Thunder Bay Mental Health Case Management Intake Collaboration, Thunder Bay Mental Health Case Management Intake Collaboration
- Thunder Bay Regional Health Sciences Centre, Implement ITIL Standards in Information Technology
- Dryden Area Family Health Team, Stepping Out--A Community Approach to Diabetes Prevention
- St. Joseph’s Care Group, Seeking Bimaadiziwin or The Good Life
- North Shore Family Health Team, Passport to Health--Medical Journal
- Thunder Bay Regional Health Sciences Centre and St. Joseph’s Care Group, Northwest Health Network e-Health Innovations and Collaboration

A full description of these projects is available online at [www.health.gov.on.ca/transformation/innovation/celebrating\\_innovations.html](http://www.health.gov.on.ca/transformation/innovation/celebrating_innovations.html)

### Aging at Home Showcase

The innovative approaches of three health service providers in the North West LHIN were highlighted at this Showcase. Each provider was given the opportunity to do a presentation on their seniors’ project, including:

#### Seniors’ Safety Guide

District Mental Health Services for Older Adults Program, Canadian Mental Health Association, Fort Frances Branch  
Presenter: Sandy Skirten, District Coordinator

A Seniors’ Safety Guide was developed and distributed throughout the Kenora/Rainy River Districts to provide seniors with information relevant to their health and safety. The 26-page guide has information on prevention of falls, medication safety, physical health and wellness, mental health and wellness, fraud, scams and thefts, powers of attorney, elder abuse and neglect, and home safety. The guide has improved linkages and connections to seniors’ services as it offers contact information on services available to this population in a format that is easy to read.

#### Mobile Unit

NorWest Community Health Centres  
Presenter: Shaun Peirce

Seniors, especially frail seniors, living in small rural remote communities are challenged in accessing health care services due to costly and limited transportation options and limited support systems. To improve access to care for individuals, NorWest Community Health Centres began a mobile service, traveling to under-served rural communities within the District of Thunder Bay. The Mobile Unit traveling team consists of a Nurse Practitioner, a Foot Care Nurse, and a Community Health Worker. Residents and organizations from the communities provide invaluable support for the Mobile Unit by arranging a suitable space and helping promote the unit’s services and health promotion events.



# Celebrating Innovation in the Northwest

## Innovations from the North West LHIN Showcased in Toronto *(Continued)*

### Aging at Home Showcase *(Continued)*

#### Centre of Excellence for Integrated Seniors' Services

St. Joseph's Care Group

Presenter: Paulina Chow

In response to the upcoming closure of 300 long-term care beds by the City of Thunder Bay, the Minister of Health and Long-Term Care announced the establishment of a Centre of Excellence for Integrated Seniors' Services (CEISS) which will include:

- 336 long-term care beds to be operated by St. Joseph's Care Group (SJCG) including 64 specialized behavioural beds for seniors from across the region;
- 132 new supportive housing units to be co-located at the new CEISS;
- Enhanced community support services for 120 new clients;
- Increased Community Care Access Centre (CCAC) services for 30 additional clients
- Enhanced supportive housing units.

The CEISS concept is based on community engagement results and evidence-based practices and will promote coordination of care while enhancing linkages between sectors along the continuum of care.

The seniors' initiatives highlighted at the Aging at Home Innovations Showcase are examples of the innovative and collaborative spirit in our region. As the Aging at Home Strategy develops, there will be opportunities to continue to share and celebrate the innovative and collaborative work in the northwest. Most importantly, seniors will experience improvements in the quality, effectiveness and efficiency of the health care system.

## Inspiring Innovation

### An Opportunity for Real Change

Following the theme of the March issue of *LHINKages*, the North West LHIN hosted two forums to support real change in the Northwest.

On March 26th, the North West LHIN hosted **An Opportunity for Real Change: Advancing Health System Transformation in the North West LHIN**, featuring four speakers who have received national and international recognition for their innovative work.

Speakers included:

#### Primary Care Reform: Are We There Yet?

Dr. Rob Wedel, Physician Lead Chinook Primary Care Network, Taber, Alberta

#### House Calls: The Interdisciplinary Home-Based Care of Frail Seniors as They Age in Place

Dr. Mark Nowaczynski, Family Physician, Home-Based Geriatric Primary Care

#### Adverse Childhood Experiences and Their Relationship to Adult Health and Well-Being

Dr. Vincent Felitti, Department Head, Preventative Medicine, Kaiser Permanente

#### The Future Can't Wait: Health System Transformation in the North West LHIN

Steven Lewis, President, Access Consulting and Visiting Faculty, Simon Fraser University

With 300 attendees, the one-day forum was well-received by health service providers, community leaders, educators and students. Those who attended the session were exposed to inspiring and provocative discussions of opportunities to improve the health system in Northwestern Ontario. Topics touched on the full continuum of care, including all priorities outlined in the North West LHIN's *Integrated Health Services Plan* and covered the entire lifespan.

**Forum resources now available online!** Using the power of YouTube, the world-wide social media website, our health system partners, especially those in rural and remote areas, will have improved access to the March 26th presentations. The videos are streamed rather than downloaded, increasing speed of retrieval and increasing the ease of sharing with colleagues. The YouTube link is available under the "Get Informed" tab on our website at [www.northwestlhin.on.ca](http://www.northwestlhin.on.ca) as well as the speakers' biographies and slide presentations.

# Funding Innovation

## Funding for Innovations that Address LHIN Priorities

### 2008/09 Funding Opportunities

Reducing wait times in emergency departments is one of Ontario's most important health care priorities. The province's strategy includes:

- Reducing the number of visits to emergency rooms
- An Aging at Home Strategy that enables seniors to continue living at home
- Better management of chronic diseases
- More home care
- Improved community-based mental health and addiction treatment

This is an important priority for the North West LHIN and is to be the focus of two funding initiatives in 2008/09: \$1-million of Aging at Home funding and \$1.8-million in Urgent Priority Funding.

A call for submissions from health service providers and non-traditional providers (i.e. cultural groups, non-health providers, seniors' clubs and church groups) for both funding initiatives went out in May.

Proposals for the Aging at Home funding are required to provide alternatives for seniors that will decrease their length of hospital stay, avoid unnecessary admissions to long-term care and hospital, increase supports, increase partnerships and collaborative initiatives and focus on safety and risk reduction.

Proposals funded through the Urgent Priority funding call must reduce Emergency Department (ED) wait times and the number of visits to ED, reduce Alternate Level of Care (ALC) pressures, improve management of chronic diseases and/or improve coordination care in community-based, non-emergency settings.

Announcement of the funding decisions for the Aging at Home funding and Urgent Priority Funding are expected in late summer.

### 2007/08 Funding

In 2007/08 the North West LHIN called for proposals related to Innovations in Coordinated Care. Seventeen initiatives were approved by the North West LHIN Board of Directors, totaling just over \$1-million in Urgent Priorities Funding.

All of the initiatives aligned with priorities identified in the North West LHIN's *Integrated Health Services Plan* and the Ministry of Health and Long-Term Care's strategies. Implementation of the initiatives began January 2008 with a final report on the outcomes of each initiative to be received in June 2008.

Here are the initiatives that were funded and the key successes to date:

#### Health Promotion and Well Being – 1 initiative

- One-stop wellness clinic for men to screen for prostate/colon cancer and blood pressure at a one-stop shop format.  
*Outcome: A clinic has been set up in the Mary Berglund Community Health Centre in Ignace.*

#### Chronic Disease Prevention and Management

##### – 7 initiatives

- Integrated wound care management linked through telemedicine to the region.  
*Outcome: Regional survey conducted on wound care management strategies by St. Joseph's Care Group.*
- Training of primary care providers from across the region about evidence-based approach to arthritis management.  
*Outcome: Workshop for Arthritis Management held on March 28 & 29 in Thunder Bay.*
- Production of a DVD featuring a community-based exercise program for stroke survivors.  
*Outcome: The DVD production began in April 2008.*
- A community-based exercise program for clients with Parkinson's Disease and Multiple Sclerosis.  
*Outcome: A MS community-based exercise program is operational in Thunder Bay.*
- Integration of client-centred inpatient and outpatient diabetes care in Thunder Bay.  
*Outcome: Diabetes nurse offers in-services, develops survival skill packages and influences changes to policies and procedures at St. Joseph's Hospital and Thunder Bay Regional Health Sciences Centre.*
- Coordinated care for chronic disease prevention and management at a Family Health Team (FHT).  
*Outcome: Educational materials, including an inventory, are being set up for the FHT in Fort Frances.*
- Tele-ophthalmology to assess diabetes in First Nations populations through the KO Telemedicine network.  
*Outcome: A training workshop has been held with Community Telemedicine Coordinators and nurses to support the tele-ophthalmology project through the KO network.*

## Keeping the Innovation Momentum Moving New North West LHM Speaker Series

To build on the momentum from the March 26th forum (see page 4), the North West LHM is launching a videoconference speaker series.

To improve access to health system leaders/experts, sessions will take place via the Ontario Telemedicine Network (and KO Telemedicine as requested) and be archived to allow viewing of past sessions.

### Mark Your Calendar!

A session is taking place soon.

#### • Dr. Alejandro (Alex) Jadad, Friday June 20th, 12 p.m. to 1 p.m. (EST)

Dr. Jadad, Chief Innovator and Founder, Centre for Global eHealth Innovation, will speak to improved health outcomes through Information and Communications Technology (ICT).

For more information or to register for this event, please visit our website or contact Darlene Ibey at [darlene.ibey@lhins.on.ca](mailto:darlene.ibey@lhins.on.ca) or (866) 907-5446 (toll free) ext. 2013 or (807) 684-9425 ext. 2013.

#### Our first series speaker was Dr. Ben Chan, Ontario Health Quality Council CEO, on Wednesday, June 4th.

Dr. Chan held an in-person and videoconference session with health care partners from the northwest. He provided information on current and upcoming health quality improvement initiatives and concrete examples of how this information can be used by health service providers in the North West LHM.

## Funding Innovation Funding for Innovations that Address LHM Priorities *(Continued)*

### Aboriginal - 1 initiative

#### (aligned with the Aging at Home Strategy of the MOHLTC)

- Supporting and promoting patient safety and care at home for elders in 10 First Nation communities through the purchase of equipment.

*Outcome: Support is in place to assist Aboriginal clients with Aging at Home.*

### Mental Health and Addictions – 6 initiatives

- Telemedicine support to reduce wait times and bring service closer to home for individuals with addictions in the Kenora/Rainy River District.

*Outcome: Access to mental health and addictions services is improved through support of a Tandberg (portable videoconference unit) in Kenora.*

- Development of a regional shared care model for child and adolescent mental health.

*Outcome: A workshop was held on March 27 & 28 in Thunder Bay to help inform the development of a Shared Care Model for child and adolescent mental health.*

- Development of a plan for mental health and addictions services for the First Nations in the Sioux Lookout area.

*Outcome: A development plan is in progress for mental health and addictions services for First Nation communities in the Sioux Lookout area.*

- Development of a common referral tool among community partners in the Kenora District.

*Outcome: Plans are underway for development of a common referral tool for mental health and addictions services.*

- Production of a Seniors' Safety Guide for the Kenora/Rainy River Districts.

*Outcome: 9,000 Seniors' Safety Guides have been distributed in the Kenora/Rainy River Districts with a further 6,000 to be distributed in 2008.*

- An Acquired Brain Injury Addictions Treatment Program to address both brain injury and addiction challenges.

*Outcome: Brain Injury Services of Northern Ontario (BISNO) offers a harm reduction/self-awareness based addictions program.*

### Palliative Care – 2 initiatives

- Creating a tool kit to access a range of palliative care services in the Rainy River District.

*Outcome: The development of templates for shared forms and communication tools for the tool kit for palliative care is in progress.*

- Implementing a Hospice Palliative Care Outreach Program with 24/7 hotline based at St. Joseph's Care Group.

*Outcome: A flyer was sent throughout the region announcing the program offered through SJCG and the go-live date for the 24/7 telephone line was February 25th.*

## Innovation Always Welcome H-SIP Your Ideas

Innovative ideas for health system improvement can be submitted to the LHIN anytime. The process starts by filling out a Health System Improvement Pre-Proposal (H-SIP) form on our website\*, found under the “Health Service Providers” tab (*see link below*).

The H-SIP is to be used by health service providers (both those funded and not funded by the LHIN) that plan to submit a health system improvement request to the North West LHIN in advance of preparing a full business case. The pre-proposal is designed to capture the intent and scope of ideas for health system improvement. It should demonstrate active partnerships and/or collaboration for health system improvement. The LHIN will review all pre-proposals and, based on the merit of the proposal and its alignment with current priorities, the LHIN may ask the proponent(s) to submit a full business case.

If you have any questions about the H-SIP process, please contact Jim Restall, Senior Consultant, at (866) 907-5446 ext. 2012 or (807) 684-9425 ext. 2012 or e-mail at [jim.restall@lhins.on.ca](mailto:jim.restall@lhins.on.ca).

<http://www.northwestlhin.on.ca/WorkArea/linkit.aspx?LinkIdentifier=ekfrm&ItemID=842>

\* Please note that the H-SIP is **no longer accessible** on the **WERS website**, only on our website at [www.northwestlhin.on.ca](http://www.northwestlhin.on.ca).

## Other LHIN News

### Working Together to Address Aboriginal Health Care Services

The North West LHIN hosted **Aboriginal Health Forum: Elements of Change** on March 27th and 28th for Aboriginal leaders and caregivers including First Nation Chiefs, the Métis Nation of Ontario, Health Directors and frontline workers. With over 250 participating from 35 First Nation communities and 66 Aboriginal organizations, this session was the first large event hosted by the LHIN specific to addressing Aboriginal health needs and health system understanding.

The focus of this two-day forum was to initiate and continue building relationships with Aboriginal communities and leaders to discuss how we (the LHIN and Aboriginal communities and leaders) can work together and to discuss ways to improve and continue communications. The session provided the opportunity for a number of small group discussions, presentations, question and answer sessions and group dialogue.

In follow-up to *Aboriginal Health Forum: Elements of Change*, the North West LHIN will be compiling a summary document to circulate to all in attendance (and post on our website), will continue to meet with Aboriginal communities and leaders and will continue ongoing communications, using the methods suggested by forum participants.



## Staff Features



### Heather Gray

Senior Consultant, Planning and Integration

Heather joined the North West LHIN in late 2006. She has varied experience in the health sector in clinical practice, administration, education and health planning. Her regional experience with Lakehead University and the Northwestern Ontario District Health Council has been valuable in her current position with the North West LHIN. Heather is the lead for Chronic Disease Prevention and Management initiatives.

*"LHINs represent an opportunity for real health system change. It is really exciting to be involved in this transformation."*



### Susan Pilatzke

Senior Integration Consultant

Susan has extensive professional leadership experience in acute care, long-term care, community care, not-for-profit agency care, ambulatory care and, most recently, as Director of Clinical Oncology Systems for the Integrated Cancer Program at Thunder Bay Regional Health Sciences Centre. Throughout her career, she has been involved with clinical system redesign and leadership development and specifically focused on integrated service delivery to promote and enhance patient-centred care.

Susan completed her Masters Degree in Public Health Services Administration and has a certificate of Executive Management and an Honours Bachelor of Science Degree in Nursing.

*"I see change as an opportunity to grow and stretch our capabilities, to be innovative and create new ways of doing things. All it takes is leadership."*

If you have comments or ideas for future issues, please contact Kelly Arnold at (807) 684-9425 ext. 2030 or [kelly.arnold@lhins.on.ca](mailto:kelly.arnold@lhins.on.ca)

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