



November 2007

# LHINKAGES

CONNECTING OUR COMMUNITIES IN HEALTH

## Services for Seniors: A Local Priority, A Provincial Priority

The focus on Seniors' Services in this edition of *LHINKages* is very timely. The North West LHIN's Seniors' Services Advisory Team has started meeting, Health and Long-Term Care Minister George Smitherman recently announced a major project focused on seniors in

Thunder Bay and the province has launched a special funding initiative specific to seniors.

Seniors are top-of-mind these days. The population in Canada is getting older and the North West LHIN is no exception. The latest numbers from Statistics Canada show 16% of the northwest's population is 65 years old or older, which is above the national average and up from the last census.

Seniors are becoming an influential consumer group. The aging baby boomers will be the most prosperous and outspoken seniors we have ever had. This presents many opportunities for communities that are designed to be good

places to grow old -- by including the types of facilities, recreation, and goods and services that seniors want. Appropriate health care is necessary for seniors across the continuum: from the many seniors living independently, to those at home needing

minimal support, to those requiring moderate support services, to the frail who require residential long-term care.

At North West LHIN community engagement sessions across the region, seniors have told us they prefer to age at home and want the appropriate services in place to enable them to stay in the community. Their input helped initiate the concept of the recently-announced **Centre of Excellence for Integrated Seniors' Services** (CEISS) in Thunder Bay. This innovative project provides a complete range of seniors' services including Community Care Access Centre (CCAC) and community support services for seniors living at home, supportive housing, long-term care beds and specialized behavioural beds. You can read more about this exciting project on page 2.

The seniors population's call for more support to stay at home is being heard across the province. A three-year **Aging at Home Strategy** has been announced to help seniors live independently at home. Details of this announcement are outlined on page 3.

Staying healthy is essential for seniors to be able to manage on their own. The same can be said for adults at any age. The northwest has higher rates of smoking, heavy drinking and overweight/obese residents, resulting in higher than average rates of chronic disease. The health care system needs to change in order to better prevent and manage chronic disease or risk being overburdened. To start this discussion, the North West LHIN held a session in September titled **"Advancing a Strategy for Chronic Disease Prevention and Management in the North West LHIN"**, which is highlighted on page 4.

We have introduced you to our Board of Directors, and Critical Care and e-Health Leads over the past few issues of *LHINKages*. In this issue, we begin introducing our staff to you to help put faces to the names you often see in our correspondence and publications.

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# Progressive Seniors' Project to be a Model for Ontario

What started out as the routine re-building of long-term care home (LTC) beds in Thunder Bay has been transformed into an incredible opportunity – the ability to create a true continuum of services for seniors.

While the long-term care beds at Grandview Lodge and Dawson Court are preparing to close, a \$56.6-million Centre of Excellence for Integrated Seniors' Services (CEISS) will be built on St. Joseph's Care Group's Hogarth Riverview Manor site. This new facility, which will also be operated by St. Joseph's, will feature:

- 336 long-term care beds, including 64 specialized behavioural beds
- 132 new supportive housing units

The project also includes:

- home care for 30 additional seniors by the North West Community Care Access Centre
- enhanced community support services for 120 new clients

Thunder Bay Mayor Lynn Peterson, speaking at the CEISS announcement, was pleased with the enhanced scope of the project. "What great news that we will not only get a simple replacement for what we have today. We will actually get above and beyond what we have today."

## A Homegrown Project

The concept for the project and its range of services came was born in our community. At the North West LHIN's 2006 community engagement sessions, seniors told us they want to age at home with appropriate community supports in place to assist them. This approach, which prevents unnecessary and expensive admissions to long-term care, is supported by numerous studies including the *Integrated Services Plan for Northwestern Ontario: Report of Special Advisor Tom Closson (2005)*, the North West LHIN's *Integrated Health Services Plan (2006)*, and *Supportive Housing in Northwestern Ontario: A Needs Assessment (2004)* completed by the former Northwestern Ontario District Health Council.

## Progressive Approach

This integrated seniors' complex is the first of its kind in Ontario and is likely to become a model for the rest of the province, especially the addition of specialty beds, according to Carl White. In his September 18<sup>th</sup> *In Care of Health* newspaper column he says, "The development of this specialized service is on the leading edge of long term care and will be studied by many other jurisdictions." These beds will be an important resource for people from across the northwest with dementia and related behavioural challenges.

## Benefits for Seniors, Professionals, Students and Our Economy

*"Like the new medical school, and the new hospital, this new centre of excellence is a defining moment in the life of this community. We are thrilled that this new centre of excellence and this leading edge partnership will contribute to the quality of life of seniors in our community."* Thunder Bay Mayor Lynn Peterson

Seniors will benefit the most from the CEISS project. The range of services ensures they will receive the most appropriate care in the most appropriate setting. The overall benefits to the city and region are many:

### • *Seniors Get What They Want*

This project offers more choices for seniors and promotes their independence. More seniors with minimal to moderate care needs can remain in the community either in a supportive housing unit or in their own home with community support services.

### • *Provides Much Needed Regional Behavioural Beds*

Senior clients with responsive behaviours (i.e. dementia) from throughout the North West LHIN will be served. The specialized services will be provided in a safe and therapeutic environment for these clients, in keeping with best practices.

### • *Creates Efficiencies and Opportunities*

The concentration of senior clients at one site creates operating efficiencies (one laundry, one kitchen, one administration, etc) and creates the opportunity for new service offerings, making life more convenient for the residents.

### • *Maintains and Creates Jobs*

The creation of the CEISS will create construction and health care jobs. An Economic Impact Study done for the North West LHIN estimates the design and construction of the facility will create 695 full time jobs. The project will also promote job growth in the long-term care sector. In addition to maintaining the sector's stable full time jobs, the study estimates the facility will create 107 additional permanent full time positions.

### • *Attracts Training and Research Opportunities*

The CEISS will be home to many seniors with varying needs for health care, which will bring expert providers together at one site. This will create an ideal setting for a Centre of Excellence in elder care. Links with the Northern Ontario School of Medicine,

## Progressive Seniors' Project to be a Model for Ontario *(Continued)*

Confederation College and Lakehead University can lead to opportunities for training and placement of students, the development of new research initiatives and industry best practices in gerontology.

- ***Builds on Knowledge Economy***

The CEISS' critical mass of seniors' health and wellness related facilities and services will enhance the region's ability to attract and retain a well-educated workforce, contributing to the region's knowledge community.

A long list of participants collaborated in a short period of time to make this announcement possible. Thanks to the following partners for their collective energy and shared vision of a Centre of Excellence for Integrated Seniors' Services -- St. Joseph's Care Group, the City of Thunder Bay, District Social Services Administration Board, Canadian Auto Workers, the Northern Ontario School of Medicine, Lakehead University, Confederation College, the Community Care Access Centre, community leaders, the Ministry of Health and Long-Term Care, the Ministry of Municipal Affairs and Housing and others.

Construction of the CEISS is to be complete in 2010/11.

## Aging At Home Strategy

On August 28<sup>th</sup>, the government announced the Aging at Home Strategy with an aim to provide supports to seniors and their caregivers to live healthy, independent lives in their own homes and communities. The three-year initiative will be led by the Local Health Integration Networks, with each LHIN receiving a specific funding allocation to meet the needs of local communities.

The North West LHIN will receive \$3,399,768 in new base funding over the three-year funding period 2008 to 2011. A portion of this funding will be targeted to specific initiatives. In particular, 20% per cent of the funding must be allocated to innovative projects.

This initiative presents an opportunity for the North West LHIN to advance the *Integrated Health Services Plan* with regards to the seniors priority. We have been engaging our community stakeholders to determine how these funds can best be leveraged in conjunction with other integration and systems-planning initiatives to address this priority.

As our population ages, it will become increasingly important to ensure the resources, supports and services are available to enable seniors to remain in their homes for as long as possible. The goal of the North West LHIN is to create opportunities for seniors that support their lifestyle choices and reflect how our seniors truly want to live.

Full details on the three year strategy can be viewed on our website in the Senior Services section under the Integrated Health Services Plan tab.

## Startup of Seniors' Services Advisory Team

October marked the beginning of the North West LHIN Seniors' Services Advisory Team; one of a number of groups working with the LHIN to achieve a more integrated health system to better support the needs of the people in the northwest. The role of this Advisory Team is to provide advice on the planning and implementation of comprehensive services related to the LHIN's *Integrated Health Services Plan (IHSP)*. The Team will be a resource for the planning of Seniors' Services and help to identify creative and innovative solutions for improving services.

The members of the Seniors' Services Advisory Team are listed in the September special e-Edition of *LHINKages* under the "Get Informed" tab on our website at [www.northwestlhin.on.ca](http://www.northwestlhin.on.ca).

## A Chronic Disease Prevention and Management Strategy in the North West LHIN

The North West LHIN recently hosted a session on chronic disease prevention and management (CDPM) with experts Mike Hindmarsh and Dr. Nick Kates in Thunder Bay. Approximately 135 health professionals and consumers from across the region attended the session which addressed the need for system redesign and improved primary care in chronic disease prevention and management.

The importance of enhancing self management efforts when working with clients with a chronic illness was emphasized in the presentations and follow up comments by participants. Since people manage their chronic conditions independently most of the time, it is important they are adequately supported to do so.

Many simple interventions were suggested, offering potential to improve the quality of chronic disease prevention and management. Sally Prystanski, a physiotherapist with the Arthritis Society, came up with a number of new ideas of her own which she shared at the microphone. "Listening to the speakers, I can already think of four ways to help expand the care and advice given to my patients." Her list included:

- Offering information on The Arthritis Registry to patients to link them with The Arthritis Society, allowing it to invite patients to future forums and sessions on their arthritis.
- Providing patients with information on upcoming Arthritis Self Management Programs in the community.
- Contacting the Family Health Teams and offer to set up clinics and/or see their patients with arthritis.
- Working on setting up regular "drop in" hand, foot and shoulder classes that patients and former patients can attend to be reminded of what to do and not to do.

"I really enjoyed the workshop" said Sally. "It was very practical."

A key message from the session is that system redesign to support improved chronic disease prevention and management takes many years to accomplish. The changes must be real, and everyone involved in CDPM must be engaged in order to make the profound transformation required.

Both of the speakers' presentations were taped and are available on DVD:

- Mike Hindmarsh/Meeting the Needs of the Community: A System for Redesigning Care
- Dr. Nick Kates/Improving the Management of Chronic Conditions in Primary Care

**"Listening to the speakers, I can already think of four ways to help expand the care and advice given to my patients."**

To request a set of the DVDs, please contact Heather Gray at 684-9425 ext. 2015, toll free 866-907-5446 or by email at [heather.gray@lhins.on.ca](mailto:heather.gray@lhins.on.ca).

### Moving Ahead

Feedback received from participants indicates a keen interest in moving forward with a strategy to improve chronic disease prevention and management in the North West LHIN.

To maintain this momentum, the North West LHIN, Thunder Bay District Health Unit and the Dryden Family Health Team are hosting self management support workshops for health service providers with expert Mike Hindmarsh.

## Improving the Health of our Clients:

### Chronic Disease Prevention and Management in the Northwest Workshops

#### DRYDEN

Monday, November 26, 2007

Best Western Motor Inn – Highway 17

1:00 – 4:00 p.m. (CST)

To register, contact Katherine Campbell at

807-223-7406 or [kcampbell@dh.dryden.on.ca](mailto:kcampbell@dh.dryden.on.ca)

#### THUNDER BAY

Tuesday, November 27, 2007

DaVinci Centre

8:30 – 12:30 (EST)

To register, contact Heather Gray at

807-684-9425 ext. 2015 or [heather.gray@lhins.on.ca](mailto:heather.gray@lhins.on.ca)

Our health system needs to change in order to better treat and manage chronic disease in Northwestern Ontario. The challenge is great; the potential rewards for clients and the health system are enormous.

## “Flo” Collaborative Teams Selected

### Two Teams announced in the North West LHIN

Patient flow from hospitals to other health care settings is getting special attention in Ontario. Teams from 28 hospitals and their partnering Community Care Access Centres (CCACs) have been selected to work together over an 18-month period to improve care processes related to patient flow from acute care to subsequent care settings.

The North West LHIN is pleased to announce that Thunder Bay Regional Health Sciences Centre (TBRHSC) and the North West CCAC (NWCCAC) have **two** teams involved in the project, which is called the Flo Collaborative (Flo).

The “Flo” analogy isn’t a play on words, rather it represents a real patient experiencing an acute event who requires care in an alternate setting following a hospital stay. (see sidebar for details)

The Flo Collaborative brings together hospitals, CCACs, Local Health Integration Networks (LHINs) and other sectors such as complex continuing care, rehabilitation, and long-term care homes across Ontario to participate in a Quality Improvement Collaborative supported by the Ontario Health Performance Initiative\* (OHPI).

In the northwest, Units 1A and 2B at TBRHSC are the units directly involved in the Flo. The teams are co-led by the Unit Manager and the NWCCAC Community Care Coordinator and are made up of front line staff from all disciplines and programs as well as Dr. Kathy Simpson (1A) and Dr. Anton Kolobov (2B). Other health professionals will be consulted as needed.

Kathryn Hughes (NWCCAC) and Jennifer Bean (TBRHSC) are receiving training from the Institute for Healthcare Improvement as part of the Flo to become improvement advisors to the teams. Ron Saddington and Cathy Covino are the Senior Leaders for TBRHSC, with Tuija Puiras and Paula Donylyk as Senior Leaders for the NWCCAC. They will also receive training to provide senior level support for this initiative.

\* The Ontario Health Performance Initiative is a joint initiative of the Health System Strategy and Health System Accountability and Performance Divisions of the Ministry of Health and Long-Term Care.



Flo is an 85-year old woman who was admitted to hospital from her home with multiple health issues. Her frailty and declining cognitive status required that she be transferred to a nursing home. Flo continues to need quality care in the right setting as she makes this adjustment.

The aim of the “Flo” Collaborative is to help Ontario’s health care system provide the care that Flo and the thousands of other people like her need to make the transition from acute hospitals to other settings faster and with fewer hassles, bottlenecks and irritations. Participating organizations will work together on improving the effectiveness and timeliness of patient transitions across care settings.

## LHIN Team Profiles



### **Karen Ingebrigtsen**

Senior Consultant, Planning and Integration  
Seniors' Services Advisory Team Lead

Karen knows health care from a wide variety of perspectives. Her work experience encompasses community pediatrics, mental health, public health, home care, addictions, emergency and intensive care and women's health services - in both tertiary and community health settings and in urban and northern locations. She has also held executive positions with CCACs in Northwestern Ontario and a community health centre in Winnipeg.

Karen holds a Master's Degree in Social Work, a Certificate in Health Care Administration and is a registered social worker. She is presently a student with the Centre for Innovative Management at Athabasca University.

*"Working at the NW LHIN means a great deal to me. Health system integration, sustainability, accountability, quality and accessibility are key health system planning concepts for me - more importantly for us, our families and neighbours who, at one time or another, require health care."*



### **Laura Kokocinski**

Senior Director, Planning, Integration and Community Engagement

Laura's extensive background in the integrated delivery of health services in Northwestern Ontario has given her a solid understanding of our region. In addition to having held the positions of Vice President, Health Services at the Sioux Lookout Meno Ya Win Health Centre and Executive Director of the Community Care Access Centre of the District of Thunder Bay, she brings a strong background in leadership, education, policy development and research. Laura holds the degrees of Master of Education and Bachelor of Science in Nursing from Lakehead University and is currently working towards her Doctorate in Education.

*"Having lived in Northwestern Ontario all my life - being a part of the LHIN allows me to give back to the broader community and help shape health care in our region."*



### **Lisa Carlson**

Receptionist

Many of you have likely already spoken with Lisa. She is the "live" friendly voice that greets you when you call the LHIN. After many enjoyable years at home with her two boys Kenneth and Matthew, Lisa decided to enter the working world, starting with the LHIN in the fall 2006.

*"I enjoy working here because my co-workers are sincere about wanting to improve the quality of our health care system, which is important to me and my family. Working here gives me satisfaction of knowing that even the littlest part that I do can contribute to someone else's wellbeing."*

# Show Us Your Vision!

## North West LHIN Photo Contest

The search is on for the best photographs of life and landscape in Northwestern Ontario!

The North West LHIN invites you to submit your best digital images that reflect and support our vision for the Northwest: **Healthier people, a strong health system - our future.**

**You Could WIN a  
Canon Digital Camera  
& Other Great Prizes!**

For more information and to enter, visit  
[www.northwesthin.on.ca](http://www.northwesthin.on.ca)  
or contact Kristin Shields at  
(866) 907-5446 or  
(807) 684-9425 ext. 2016

Images must be received in CD-ROM format  
by **Thursday, December 6, 2007\***

\*Submissions sent via mail must be postmarked no later than November 30, 2007.

## Emergency Department LHIN Lead Announced

Gwen DuBois-Wing, CEO of the North West LHIN, announced the appointment of Dr. Shaun Visser as Emergency Department (ED) LHIN Lead. Dr. Visser is the Medical Director of Emergency and Trauma Services for Thunder Bay Regional Health Sciences Centre. He is also an assistant professor for the faculty of medicine at the Northern Ontario School of Medicine and has served on local and national committees in emergency medicine.

Dr. Visser will work closely with the province's Wait Time Team, HealthForceOntario's Emergency Department program and the other 13 LHINs in Ontario.

He will be leading the discussion in the region about improving the coordination of emergency care within and between hospitals in the North West LHIN and developing solutions for emergency department coverage and recruitment. One of his resources will be the North West LHIN Emergency Department Network, which Dr. Visser will organize and Chair.

"I look forward to working with the North West LHIN and our regional partners to provide seamless emergency care for all our patients throughout the region", says Dr. Visser. "We have an opportunity to improve emergency services through this new framework."

ED initiatives are already underway. Several strategies have already been established through HealthForceOntario. Dr. Visser will continue to work with this group and local health partners to implement provincial strategies and local solutions.

"We are pleased to be working with Dr. Visser in his new role within the LHIN," says Gwen DuBois-Wing. "His solid experience, system thinking and team orientation will be valuable as we work with hospitals, the North West Community Care Access Centre and other agencies throughout the North West LHIN to improve patient flow and reduce wait times and pressures in the Emergency Department."

## New to the NW LHIN Website

### Health Service Providers Tab

This section provides important information and links for health service providers, including:

- the Ministry-LHIN Accountability Agreement
- the Health System Improvement Pre-proposal (H-SIP) form
- updates on the Hospital Service Accountability Agreement process
- calls for committee members, when applicable

### What's New and Coming Events

Two highlighted boxes, "What's New" and "Coming Events" are now on the home page, giving quick links to the most recent announcements from the North West LHIN and upcoming LHIN meetings/events.

For more information on the North West LHIN or how to get involved, please visit our website at [www.northwestlhin.on.ca](http://www.northwestlhin.on.ca) or contact us at:

**North West Local Health Integration Network**  
975 Alloy Drive, Suite 201,  
Thunder Bay, ON P7B 5Z8  
Phone: (807) 684-9425 or Toll Free: (866) 907-5446  
Fax: (807) 684-9533  
E-mail: [northwest@lhins.on.ca](mailto:northwest@lhins.on.ca)