North West
LOCAL HEALTH INTEGRATION NETWORK
RÉSEAU LOCAL D'INTÉGRATION DES SERVICES DE SANTÉ
du Nord-Ouest

975 Alloy Drive, Suite 201
Thunder Bay, ON
P7B 5Z8
Tel: 807-684-9425
Fax: 807-684-9533
Toll Free: 866-907-5446

975, prom. Alloy , bureau 201
Thunder Bay, ON
P7B 5Z8
Tél : 807-684-9425
Téléc : 807-684-9533
Toll Free: 866-907-5446

DRAFT TERMS OF REFERENCE

City of Thunder Bay IDN Health Link Steering Committee

Background

Local Health Integration Networks (LHINs) have been established across Ontario to plan, integrate and fund health care services within their geographic areas. LHINs are part of the Ministry of Health and Long-Term Care's transformation agenda aimed at improving the delivery of health services within Ontario. To be effective, LHINs will need to establish effective collaborative relationships with key partners including health service providers, professionals and other community members. Creative and innovative solutions for the local healthcare systems are needed to improve outcomes and achieve the desired and necessary results for our healthcare system.

In December 2012, the Ministry of Health and Long-Term Care introduced integrated regional patient care networks called "Health Links", placing primary care providers at the centre of the system to help remove barriers to care and create a person-centred approach to healthcare. Specifically, Health Links are:

- An evolutionary model that will initially focus on improving patient care and outcomes for the high user population cohort through enhanced local integration between health care providers, including primary care, hospital, community care, while simultaneously delivering better value for investments.
- A person centred model – Activities focused on the needs of the high use population cohort (1-5%) with the goal of improving their care and their experience at better value.
- Aims to improve navigation and open up access to more services and better, integrated care. As a result, the health outcomes for complex patients will be improved, by coordinating care plans at the patient level.
- Designed and accountable for system-level metrics established by the province. The initial focus will be on the high users, as this segment of the population has both complex needs and uses a disproportionate amount of care currently at an unsustainable cost for their needs.
- Accountable to the LHINs. Over time, the entire province will be represented through multiple locally established Health Links.
- Based on local need, with an adaptable structure for their leadership, governance, composition and integration initiatives. Robust primary care participation is a critical success factor.

Approved July 2, 2013

Ontario

LHINs will work with the local providers who form each Health Link to ensure the collaborative initiatives established allow for a measurable, positive impact on patient care.

There will be 5 Health Links in the North West LHIN that align to the North West LHIN's 5 Integrated District Networks as follows:

1) City of Thunder Bay IDN
2) District of Thunder Bay IDN
3) District of Rainy River IDN
4) District of Kenora IDN
5) Northern IDN

The City of Thunder Bay IDN will be the first Health Link in the North West LHIN.

Health Links provides the North West LHIN with the opportunity to develop the City of Thunder Bay IDN through an initial focus on high users with the expectation that the focus will expand over time to encompass the population of the City of Thunder Bay IDN.

Purpose

The purpose of the Health Link Steering Committee is to develop and implement specific plans to meet the goals and objectives of the Health Link initiative in each specific Integrated District Network (IDN).

In order to improve the delivery and coordination of care for a defined patient population while reducing costs, the following principles must be adhered to:

- Primary care must be at the centre of all planning and care delivery, with a strong mechanisms in place for patient voice to be heard;
- Leverage existing service delivery organizations, current capacity and best practices;
- Include representation across sectors with joint accountability for attainment of results such as common targets; and
- Be committed to continuous quality improvement and evaluation.

Overall Roles and Responsibilities

The role of the Steering Committee is to:

- Confirm high user patient cohort (top 1%; 5%; 10% of system users) within the City of Thunder Bay IDN Health Link
- Draft Business Readiness Survey for the City of Thunder Bay IDN Health Link
- Identify opportunities for inclusion of system partners in the City of Thunder Bay IDN Health Link Business Plan through ongoing communication and engagement with sector partners

- Draft Business Plan for the City of Thunder Bay IDN Health Link
- Validate Business Plan with other health system providers and primary care providers within the City of Thunder Bay IDN Health Link
- Develop project plan and report status to system partners and the LHIN including program updates and reports as required
- Oversee implementation of the City of Thunder Bay IDN Health Link Business Plan once approved by Ministry of Health and Long Term Care
- Identify and implement evaluation approach for the City of Thunder Bay IDN Health Link
- Identify opportunities for ongoing quality improvement within the City of Thunder Bay IDN Health Link

Throughout, it is expected that the City of Thunder Bay IDN Health Link Steering Committee will focus on the Health Link objectives as follows:

- Improved health outcomes
  - Reduce ALC Rate
  - Reduce 30 day readmission to hospital
  - Reduce avoidable ED visits for patients with conditions best managed elsewhere
  - Reduce unnecessary admissions to hospital
- Access, as close to home as possible
  - Increase the number of complex patients and seniors with access to primary care
  - Primary care follow-up within 7 days of discharge
  - All complex patients have coordinated care plans
- Continuous quality improvement
  - Reduce time from a primary care referral to specialist consultation
  - Reduce time from referral to home care visit
  - Enhance experience that patients with the greatest health care needs have within the system
- Well managed resources
  - Reduce average cost of delivery of health services without compromising the quality of care

Specific Responsibilities & Objectives

The City of Thunder Bay IDN Health Link Steering Committee will meet regularly to discuss elements of Health Link development and implementation within the City of Thunder Bay IDN including high level strategy, execution, implementation, ongoing quality improvement, funding and sustainability of the City of Thunder Bay IDN Health Link.

Steering Committee members are an essential part of the Health Link communication strategy, and will be expected to act as a champion for Health Links. Steering Committee members will act as liaisons between the Committee and their peer organizations regarding the development and implementation of Health Links.

Principles

Representation: While it is recognized that members will bring diverse perspectives and expertise to the City of Thunder Bay IDN Health Link Steering Committee based on experiences in their own sectors and organizations, all members will be expected to represent the interests of the patients of the City of Thunder Bay IDN Health Link, initially focusing on the top 1%; 5%; 10% system users. Further, all members are expected to adhere to the Guiding Principles for City of Thunder Bay IDN Health Link Steering Committee.

Decision-Making: The City of Thunder Bay IDN Health Link Steering Committee will work on a consensus basis. A simple majority favorable vote of those members in attendance to resolve or approve any issue requiring a vote will be used.

Confidentiality: In general, the City of Thunder Bay IDN Health Link Steering Committee will work in a transparent manner supporting open communication. However, on occasion, the City of Thunder Bay IDN Health Link Steering Committee may determine that aspects of its deliberations are confidential for a period of time. All members will be expected to respect this confidentiality and will be encouraged to discuss information that can be reported publicly at the end of each meeting. Data provided at the Steering Committee level must not contain any personal information.

Conflict of interest: Members will be required to declare any pecuniary and non-pecuniary conflict of interest to the City of Thunder Bay Health Link Steering Committee and refrain from discussions, as appropriate.

A Non-Disclosure Agreement must be signed by all members.

Meetings

Frequency: Meetings will initially take place weekly, with the intention of reducing meeting frequency at the call of the Chair as appropriate. Meetings will be 2 hours in duration, and will be held in person. In cases where members cannot be physically present, arrangements will be made to join via video or teleconferencing.

Agenda: The agenda for the meetings will be developed by the Chair with input from members of the Steering Committee. It is expected that material will be distributed to the Steering Committee members in a timely fashion.

Quorum: A quorum shall be a majority of Committee members.

The North West LHIN will support the following, with the expectation the provision of these supports will be reviewed regularly:

- Coordination of the meetings
- Hosting meetings

Approved July 2, 2013

Ontario

- Distribution of material to Committee members
- Taking and distribution of minutes

Membership

The Health Link Steering Committee membership will be decided by the Committee.

Membership of the Health Link Steering Committee will include representation across multiple health care sectors and health service provider and primary care organizations within the City of Thunder Bay IDN.

Membership will include representation from:

- Acute Care
  - Dr. Stewart Kennedy, Executive Vice President, Medical and Academic Affairs, Thunder Bay Regional Health sciences Centre
- Community Based Mental Health
  - Maurice Fortin, Chief Executive Officer, Canadian Mental Health Association
- Community Support Services
  - Carol Neff, Corporate Development Manager, Wesway
- North West Community Care Access Centre
  - Paula Donylyk, Senior Director, North West Community Care Access Centre, Thunder Bay
- North West LHIN
  - Dr. Richard Almond, Primary Care Physician Lead
  - Heather Murchison, Director, Health System Development and Integration
  - Kim Ferris, Planning and Integration Consultant
- Complex Care, Physical Rehabilitation, Mental Health and Addictions, Long Term Care and Assisted Living
  - Janet Sillman, Vice President, Mental Health and Addictions, St. Joseph's Care Group
- Primary Care
  - Julie Campbell, Executive Director, Fort William Family Health Team
  - Wendy Talbot, Chief Executive Officer, NorWest Community Health Centre

Ex-Officio, non-voting Members will be invited at the request of the City of Thunder Bay IDN Health Link Steering Committee members and are expected to include:

- David Golding, Quality Improvement Coach, bestPATH, Health Quality Ontario
- Subject Matter Experts including analytics
- Clients/Care Givers with Lived Experiences (TBD)

**Members can appoint alternates to attend meetings in their absence.

Resource Support: The North West LHIN will provide meeting support as outlined above.
All organizations will provide support to the City of Thunder Bay IDN Health Link Steering Committee.

Approved July 2, 2013

Ontario

Term: The role and ongoing need for the City of Thunder Bay IDN Health Link Steering Committee will be evaluated every six months.

Chair: The Chair will be a member of the City of Thunder Bay IDN Steering Committee, and elected by the members.

The North West LHIN will Chair the City of Thunder Bay IDN Steering Committee and provide support for the meetings until the Committee elects the Chair. The North West LHIN will continue to have members on the Committee. LHIN support will be reviewed once the City of Thunder Bay IDN Health Link Steering Committee has elected the Chair, and the Committee is operational.

Reporting

Discussions and findings of the City of Thunder Bay IDN Health Link Steering Committee will be communicated to the relevant boards of the respective partners and to other health service providers and primary care providers within the City of Thunder Bay IDN Health Link and will formally report through to the senior team of the North West LHIN.

Strategies for effective communication about implementation plans will be clearly articulated by the partners collectively with release of materials more broadly system wide based on agreement to the principles outlined in this document.

Approved July 2, 2013

Ontario