



# A Communiqué to North East LHIN Hospital Chiefs of Staff

From the Desk of Louise Paquette, North East LHIN CEO

December 2016

## **Patient Flow Strategy: Improving Care Coordination and Alternate Level of Care (ALC) Performance 2016/17-2018/19**

### **New Three-Year Strategy**

In the spring of 2016, the NE LHIN launched a three-year regional Patient Flow Strategy. This strategy builds on previous and current work as well as experience within and outside the NE LHIN to address patient flow across the continuum of health care needs and services. Several factors drive the need for a renewed focus on ALC, including continued ALC challenges coupled with the new aggressive **province-wide target of 9.46% ALC in acute care, and 12.7% ALC in combined acute and post-acute settings.**

- **Currently these rates for the NE LHIN are 26.4 % ALC days (discharged from acute) and an ALC rate (combined) of 20.9%.**

The patient flow strategy is an opportunity to apply the Triple Aim framework in our LHIN -- improving the **patient experience of care; health of populations; and reducing the per capita cost of health care.** Most of all, it will better meet patient needs and address system pressures.

### **How do We Define Patient Flow?**

Patient flow refers to the movement and transition of patients between care settings, providers and organizations. Transitions might occur, for example:

- within organizations (e.g. from the ED to an inpatient bed, from a medical inpatient bed to a rehabilitation inpatient bed or outpatient service);
- between organizations of the same type (e.g. from one hospital to another hospital, from one LTCH to another LTCH, from one CSS provider to another CSS provider); or
- between sectors (e.g. from/to a hospital to/from primary care, CCAC, long-term care home or assisted living program).

### **Want to know more?**

Contact NE LHIN Senior Officer Philip Kilbertus at [Philip.Kilbertus@lhins.on.ca](mailto:Philip.Kilbertus@lhins.on.ca)

### **Three Regional Projects Currently Underway:**

The new strategy involves a combination of regional and local work plans, as well as the application of project management techniques.

#### ✓ **In-Hospital ALC Avoidance Assessment Framework**

Toronto Central LHIN has developed this successful framework and is sharing their knowledge and experience with the North East (starting with the HUB hospitals). Its goal is to provide a tool for hospitals and CCACs to review ALC management practices and identify opportunities for improvement.

#### ✓ **Patient Repatriation**

This project will ensure that all hospitals understand their roles and obligations per the provincial Life or Limb Policy with respect to receiving critically ill patients at the tertiary care centres and having patients return to the community hospitals to complete their care.

#### ✓ **Rehab Bed Capacity**

The work of the North East Rehab CCC Steering Committee includes analyzing the gap between current and future state delivery of rehabilitative care using the Rehab Care Alliance Definitions Framework for Bedded Levels of Care.

# NE LHIN Health Care Leads

The NE LHIN benefits from the knowledge, advice and work of Health Care Leads to assist LHIN in decision making required to maintain the region's health care priorities. Each Lead is responsible for a particular facet of health care and supports the NE LHIN in their work. All Leads report directly to the NE LHIN CEO, Louise Paquette.

**Dr. Gary Bota - NE LHIN Emergency Department Lead**

*Section Chair of Emergency Medicine, Northern Ontario School of Medicine*

**Dr. Reena Dhatt - NE LHIN Clinical Quality Lead**

*Associate Professor, Family Medicine, Northern Ontario School of Medicine  
Family physician, NEOMO Medical (Northeastern Ontario Medical Offices)*

**Dr. David Fera - NE LHIN Primary Care Co-Lead for the Algoma Sub-Region**

*Chair/CEO, Algoma District Medical Group and Medical Director of the Algoma Diabetes Education Care Centre*

**Barbara Kiely - NE LHIN Primary Care Lead for Diabetes/Chronic Disease Management**

*Nurse Practitioner, Certified Diabetes Educator*

**Dr. Derek Manchuk - NE LHIN Critical Care Lead**

*Staff Anesthesiologist/Intensivist and Associate Medical Director of the Critical Care Program, Health Sciences North and Assistant Professor, Northern Ontario School of Medicine*

**Dr. Paul Preston - NE LHIN Primary Care Lead**

*Medical Director and Chief of Primary Care, North Bay Regional Health Centre  
Family physician, Blue Sky Family Health Team*

**Dr. Yves Raymond - Primary Care Lead for Cochrane Sub-Region**

*Family Physician and Lead Physician, Timmins Family Health Team*

**Dr. Jodie Stewart - Primary Care Co-Lead for the Algoma Sub-Region**

*Family Physician with Algoma District Medical Group and VP of Medical Affairs, Group Health Centre*

**Dr. Jason Sutherland – Primary Care Lead for Sudbury/Manitoulin/Parry Sound Sub-Region**

*Family Physician City of Lake Family Health Team*

**Dr. Boji Varghese - NE LHIN Endocrinologist Lead for Diabetes**

*Endocrinologist; Medical Director of Centre for Complex Diabetes Care and Bariatric Program, Health Sciences North*