

South West LHIN Patient Access & Flow Project

Project Bulletin #1
September 2, 2009

Purpose of this Bulletin

The purpose of this Project Bulletin is to keep you informed about the South West LHIN Patient Access & Flow Project on an on-going basis.

The Bulletin will be published once a month and more often as warranted.

In addition to being circulated by e-mail the Bulletins will be posted on the ISAN (Integrated Strategic Alliances & Networks) web site at the following public address:

www.lhsc.on.ca/About_Us/ISAN/projects/index.htm

Project Description

At the present time there is no protocol among the hospitals in the SW LHIN to govern or guide the transfer or referral of patients who need emergent/urgent acute care beyond the mandate of CritiCall. As such, each hospital and each physician who is in a position to make a transfer or refer one of these patients to another hospital, or correspondingly, is on the receiving end of the transaction, operates on their own - without an agreed upon inter-hospital protocol to guide and inform their decision-making.

Project Goal: To develop standardized, LHIN-wide rules of interaction and communication between hospitals and physicians that will improve the patient referral and transfer process so it is more transparent, understood by everyone, more effective and more efficient.

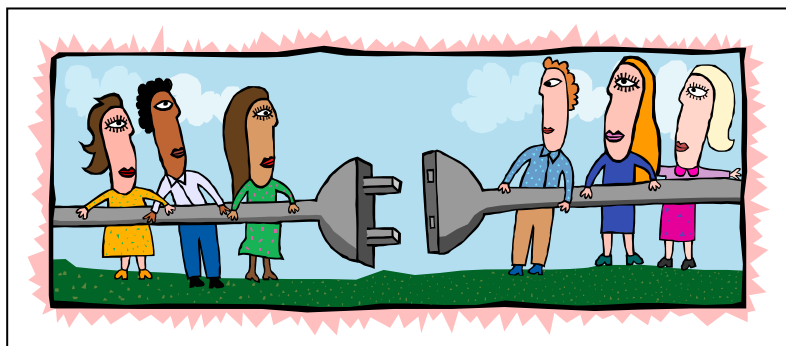
Target Group: Adults in an acute care hospital with emergent/urgent physical health care needs that require specialized care that cannot be provided by the facility in which they are located. Emergent/urgent care is defined as patients who need treatment within 48 hours.

Is developing a Protocol enough?

While developing a protocol will mark a major accomplishment, it is not enough. In order to address the goal of this initiative it will require a commitment on the part of both hospitals and physicians to follow the protocol and develop internal processes to work with it on an on-going basis. Challenging - yes - worthwhile - definitely!

Access to care is a complex issue

Access to care is a complex issue and this project will not solve everything. It will not provide new beds or LTC facilities. It will not focus on access to elective services. It will not bring any new money into the system. What it will do, if it is successfully implemented and used, is improve the effective and efficient use of the acute care hospital resources currently in place across the SW LHIN.



This project is sponsored by the South West LHIN/Hospital and SW CCAC Leadership Forum

Project Structure and Organization

This project is sponsored by the **South West LHIN/Hospital and SW CCAC Leadership Forum** (Leadership Forum). This group includes South West LHIN leadership, South West CCAC leadership and all the hospital CEOs within the LHIN. This Forum currently meets once every 1-2 months in Stratford.

Leadership for the project is being provided by a regional **Project Steering Committee** that has a broad cross section of hospital members, South West CCAC and physician representation. It is the responsibility of this Committee to guide the project, report to the Leadership Forum and help facilitate the project until it is completed. This group will also review draft documents and will either approve them or recommend their approval to the Leadership Forum.

In addition to the Steering Committee, there will be a **Project Team**. These are hospital staff members, primarily from LHSC, who have agreed to contribute their time to this project. These people will be the 'legs' of the project and will do the work necessary to complete the project - most often in collaboration and partnership with others.

As noted at the outset, this project will have a direct impact on physicians and therefore **the involvement, input, leadership and support of physicians will be critical to the project's success**. Three LHSC physicians have already agreed to participate as members of the Project Steering Committee (Drs Murray Girotti, Paul Cooper and David Sanders) as has Dr. Marie Gear, past Chief of Staff at Wingham and District Hospital - additional physician representation is actively being sought. These physicians will play a key role in connecting with their colleagues. The Chiefs of Staff in the region will play a key role in this project and steps will be taken to get their input and advice. It is also expected that the MACs in the region will be involved in reviewing and giving input to the protocol and the processes associated with its implementation.

General Outline of the Project

Here is a general outline of the steps that will be followed to complete the project. As part of this process, each hospital will need to review its current patient admission and transfer protocols and assess how they will need to change to align with a standardized LHIN-wide protocol.

1. Confirmation of the project's purpose and tasks to be completed
2. Recruitment of Project Steering Committee and Project Team members
3. Consultation with key stakeholders and groups to gain a clear understanding of the current inter-hospital referral and transfer issues and their support for a standardized LHIN-wide protocol
4. Collection and analysis of data showing dominant patterns of patient flow across the region
5. Development of a draft region-wide protocol based on the Champlain LHIN protocol and input from the consultations
6. Development of an evaluation framework and a process to ensure on-going monitoring and correction of the protocol
7. Review of the draft protocol by the Project Steering Committee, South West LHIN hospital CEOs, Chiefs of Staff, MACs and others
8. Presentation of a final draft protocol to hospitals for endorsement
9. Endorsement of the protocol by all hospitals
10. Implementation of the protocol by all hospitals across the SW LHIN
11. Evaluation of the protocol some months after it is implemented to assess its usefulness and effectiveness

If there is information you would like to see included in a Project Bulletin or if you have a question or comment that you would like published, please contact Steve Elson at steve.elson@lhsc.on.ca

The list of Project Steering Committee and Project Team members is attached.

Name	Project Steering Committee Members (to date)	Organization
Margret Comack*	CEO and Project Steering Committee Chair	Listowel Wingham Hospitals Alliance
Sue McCutcheon	Vice President Clinical Services	Grey Bruce Health Services
Mary Jane Dandeno	Corporate Manager, Utilization Management	Grey Bruce Health Services
Reta Sproule	Vice President Patient Care	Hanover and District Hospital
Cheryl Taylor	Chief Nursing Executive	Alexandra Marine & General Hospital (Goderich)
Mary Cardinal	VP Patient Care (interim)	Huron Perth Healthcare Alliance
Karen Bartlett	Vice President Patient Care/ Chief Nursing Officer	Woodstock General Hospital
Laurie McGill	Occupational Therapist	Middlesex Hospital Alliance
Lisa Gardner	Chief Nursing Officer/ Director of Patient Services	Alexandra Hospital (Ingersoll)
Tom McHugh*	President and CEO	Alexandra Hospital & Tillsonburg District Hospital
Paul Collins*	President and CEO	St. Thomas Elgin General Hospital
Dr. Paul Cooper	Integrated Senior Medical Director, Medicine Services	London Health Sciences Centre and St. Joseph's
Dr. Murray Girotti	Medical Director, Trauma Care	London Health Sciences Centre
Dr. David Sanders	Orthopedic Surgeon, Surgical Services	London Health Sciences Centre
Dr. Marie Gear	Past Chief of Staff	Wingham & District Hospital
Catherine Glover	Director, Corporate Clinical Operations	London Health Sciences Centre
Kelly Verhoeve	Executive Leader Patient Services	Tillsonburg District Memorial Hospital
TBD		South Bruce Grey Health Centre
TBD		South Huron Hospital (Exeter)
Kim White	Planning and Integration Lead	South West LHIN
Donna Ladouceur	Senior Director, Client Services	South West CCAC
* South West LHIN/Hospital and SW CCAC Leadership Forum members		
	Project Team Members	
Maurice Williams	Team Leader, Continuous Improvement Team	London Health Sciences Centre
Sue Nugent	Coach/Facilitator, Continuous Improvement Team	London Health Sciences Centre
Steve Elson	Director, Integrated Strategic Alliances & Networks, Co-Lead, Project Team	LHSC & St. Joseph's
David Heaton	Project Leader, Integrated Strategic Alliances & Networks	LHSC & St. Joseph's
Catherine Glover	Director, Corporate Clinical Operations, Co-lead Project Team	London Health Sciences Centre
Cindy Mooney	Manager, Learning & Organization Effectiveness	London Health Sciences Centre