

South West LHIN



## **A Healthier Tomorrow**

# **Health System Design Blueprint - Vision 2022**

## **South West Local Health Integration Network**

# Foreword

All of us value our health care system. We also value the health service providers and professionals that care for us in times of need.

However, accessing services or managing more complex needs can often be a challenge. Based on our conversations with our health service providers and the members of the public, we have heard clearly that these challenges most often relate to disconnects within the health care system.

It is for this reason that the South West LHIN Board of Directors initiated the Health System Design Blueprint process so that the bold and necessary step towards system transformation through the development of the Health Services Blueprint, a future state vision for our health system, could be advanced. Informed by your input through various forums of engagement and building upon initiatives to date, we developed a Blueprint which outlines and sets a vision for an Integrated Health System of Care.

The Blueprint, centered on individuals/families, describes a system which facilitates equitable access to services, more appropriate use of our resources, and better management of the health of our population. It will begin to address existing needs and gaps across the South West LHIN.

Where we have previously been troubled by scarcity and competition for resources, I am hopeful that new understandings and flexibility will allow for new initiatives and enhancements. Health care is changing and how we deliver services and manage our health care system must also change if we are to continue to meet the needs of our communities.

To ensure the Blueprint can be translated into action, I urge Boards, health service providers, communities and other partners to seek to understand how the transformation will impact you, demonstrate a willingness to lead change, and collaborate to develop an improved health care system.

The Blueprint represents a strong first step towards realizing a better health care system that is essential to meet the needs and demands of our population. I ask that you join us on the road to transformation, the collective journey to ensure that our communities receive the care they deserve now and in the future.

Michael Barrett

Chair  
Health System Design Steering Committee

# Note from the South West LHIN Board of Directors

November 30, 2009

Development of the Health System Design Blueprint - Vision 2022 is a significant milestone for the South West LHIN. Building on the commitment and achievements of health services providers across the LHIN over the last several years, this document represents a shared vision for the future health and health services delivery for individuals in the South West LHIN. Moreover, the Blueprint provides the foundation from which all health services providers, communities, and other system partners can collaboratively and progressively work towards an Integrated Health System of Care.

The South West LHIN Board of Directors has endorsed the direction set forth within the Blueprint, and also recognizes that this document represents a launching pad for future change. The Blueprint, informed by the input of providers and other partners from across the LHIN, provides a strong vision for the future of our health system and the work required in making that happen.

If we are to realize meaningful change and transform the Blueprint from words to reality, we must all collectively work together. As a Board, we are committed to working with other Boards, providers, and community leaders across the LHIN to enable those tasked with driving change to realize success in their endeavours.

As we embark on the next phase of our health system transformation journey, I would also like to take this opportunity to thank the Health System Design Steering Committee, LHIN staff, and all providers and other partners for their engagement and participation in the development of the Blueprint. It is because of your efforts that we now sit on the precipice of transforming how individuals who receive care in the South West LHIN manage their health and how health services are delivered.

Change is upon us. We look forward to working with you to build an Integrated Health System of Care that will allow us to collectively enable a healthier tomorrow.

Janet McEwen

Board Chair (A)  
South West LHIN

# Executive summary

Since 2006, the South West LHIN (LHIN) has dedicated itself to building a future vision of the health care system, an Integrated Health System of Care. By bringing local people together, including both the community and providers, we are committed to creating “*A health care system that helps people stay healthy, delivers good care to them when they get sick and will be there for their children and grandchildren.*”

Guided by the first Integrated Health Service Plan (IHSP), the past three years have resulted in a foundation upon which we, our providers and communities are poised to continue the next leg of our health system transformation journey.

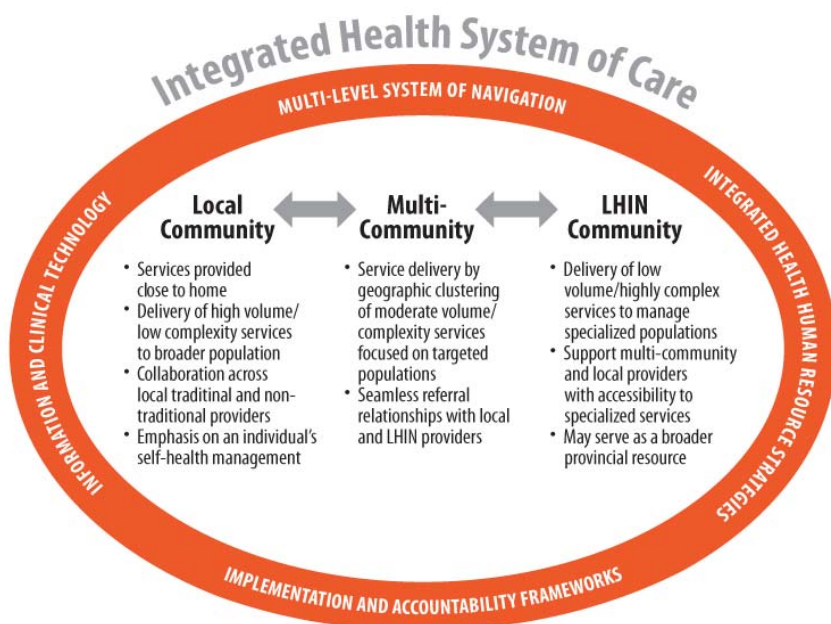
For this reason, we began the health services design initiative. After reaching consensus with health system partners regarding the approach to be used, the South West LHIN’s Health System Design Steering Committee came together to develop the Health Services Blueprint. The intention of the Blueprint is to provide an overall framework and set a direction for future detailed health services design.

Development of the Blueprint has reinforced the fact that health services are provided by a talented and dedicated group of service providers across the LHIN. Moreover, it should be acknowledged that care providers, while dedicated in their pursuit to deliver the highest quality care, also recognize considerable challenges do exist. As a result, there are many examples of the development of innovative partnerships and initiatives that have been completed in order to address system and service delivery related challenges. However, despite these successes, many challenges still persist.

More specifically, across the sectors, health service professionals and South West LHIN residents consistently face challenges within the current system:

- Inequitable distribution of health services across the LHIN pose access challenges for residents, particularly those in rural communities.
- Resource constraints, both health human resources (HHR) and funding, present challenges to meeting current and anticipated health service demand.
- Current funding and operating models reinforce a provider-focused vs. person-centred approach to health service delivery.
- Access challenges continue to persist for marginalized populations across the LHIN.
- Lack of integration across sectors and health service providers inhibits the seamless transition of individuals and families across the continuum of care.
- The health profile of the South West LHIN necessitates the need for more appropriate, integrated screening and early identification of health risk factors and conditions.
- Lack of integrated platforms across the LHIN inhibits seamless information sharing among health service providers across sectors and geography.

In order to address these current and emerging challenges, the Blueprint has developed a vision for the future health system, an Integrated Health System of Care. Building on the work of teams that had previously come together and developed through the input and participation of providers and public engagement forums through the Blueprint development process, the future system seeks to address today's challenges, and adjust for tomorrow's needs.



This system emphasizes the message that all health programs and services are part of a single, unified health system of care. A unified system clearly communicates the roles and responsibilities of the various health service providers and non-health organizations, and also delineates the interdependencies between the various stakeholders to enable a shared approach to service delivery. In acknowledging unique characteristics among community, long-term care, acute services, and primary care services, the Integrated Health System of Care is to be implemented through two integrated service delivery approaches:

- **Population-based Integrated Health Services** which is tailored to the collective needs of a local population and its health service providers. It enables local communities to support the health and wellness of its catchment population enabling them to better manage their own health and maintain independence. The local community services are supported by the multi-community services and have access to LHIN community services as needed.
  - Throughout an individual's life, he or she may access primary care, home and community care, complex continuing care, long-term care, rehabilitation, palliative care, chronic disease prevention and management, mental health and addictions (MH&A), and emergency services coordinated through this service delivery approach.
- **Centrally coordinated resource capacity** optimizes the use of targeted resources to improve access and complement the management of health and wellness at the more local level.
  - Throughout an individual's life, he or she may access medicine, surgical, and critical care inpatient and ambulatory services coordinated through this service delivery approach.

Realization of these future service delivery approaches provides an opportunity to enhance the roles and responsibilities of providers, health professionals, individuals, and other entities (e.g. ministries) to operationalize an optimal, person-centred approach to care. This system design represents a significant change for communities and providers, providing the opportunity to realize several benefits.

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The Integrated Health System of Care provides an essential roadmap for all of us who lead and participate in change, something that is critical to the success of our South West LHIN health system.

Tom McHugh, Tillsonburg District Memorial Hospital and Alexandra Hospital  
– Ingersoll

#### How is this different from today's service delivery model?

- Develops collaborative partnerships across health sectors, continuum of care, and beyond broader health sectors.
  - Equitably distributes services across the LHIN to enable care close to home as appropriately possible.
  - Establishes referral processes to enable seamless, connected transfer of individuals across the continuum of care.
  - Enhances collaboration among providers across the LHIN to ensure that the right individual is in the right place at the right time.
  - Expands provider roles across the continuum to optimize care delivery. Enhances capacity of direct service providers on knowledge, understanding of services and individual health needs.
  - Standardizes evidence-based approaches to care provision.
  - Increases access through multiple entry points so that “any door is the right door.”
  - Involves the individual as part of their care by consistently sharing information throughout the process to enable decision-making.
  - Emphasizes an individual's accountability through enhanced reliance on self-health management.
  - Requires modifications to existing organizational relationships and structures.
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This system realizes benefits for both providers/health professionals and individuals/families.

### What are the benefits?

#### **Individuals and Families:**

- Empowerment and accountability of individuals/family members in managing their own care.
- Emphasis on providing care closer to home balanced with access to specialty services.
- Early identification and management of the individual's needs in order to enable people to optimize their level of function and quality of life in their community and home environment.
- Strengthened relationship among individuals/families and health service professionals.

#### **Providers and Health Professionals:**

- Further development of physician relationships through traditional and virtual networks of physicians across LHIN to collaborate and share best practices, education, and ensure quality monitoring.
- Strengthened relationships among health professionals across health sectors.
- Strengthened partnerships with other ministry partners who can influence the health of our communities (e.g. education, social services).
- Seamless referral and linkage of individuals/families across health and other sectors.
- Enhanced capacity of local communities to increase focus on prevention, screening and early identification of chronic illnesses and addressing mental health and addictions needs.
- Optimize capacity as a result of precise navigation to appropriate health facilities.
- Improved quality of care through the adoption of standardized care pathways from screening, assessment through to discharge guidelines.

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Acknowledging the realities of today and potential pressures of the future, change is even more imminent and the success of the future health system is dependent upon our collective responsibility. The Blueprint builds upon your input and the work accomplished through the 2007-2010 Integrated Health Service Plan (IHSP), the Priority Action Teams, and other integration initiatives being led by South West LHIN health service providers.

The Blueprint has been developed through a methodical process that has been specifically designed to engage you - a broad cross section of stakeholders, enable development of the Blueprint through an iterative process and integrate the insights gained through the "best available" data/information, and learnings from leading practices within other jurisdictions.

In order to take the Blueprint from words to action, a collective commitment is required on the part of all provider organizations, direct care providers and communities. Together, working with our partners within the Ministry of Health and Long-term care, primary care, public health and other partners, we must keep the needs of our communities front and centre, and build and align all aspects of our system to work in concert with one another such that we are all collectively working towards the same objective – a healthier South West LHIN population.

## How are we going to get there?

### **South West LHIN in Collaboration with its Health System Partners:**

- Developing future IHSP releases and accountability agreements aligned to the vision of the Health Services Blueprint;
- Decision-making and prioritization based on the Blueprint as a key guiding document;
- Incenting health service providers and partners for integration and innovation as able and deemed appropriate; and
- Facilitating transparent processes with open lines of communication to enable easy collaboration.

### **Health Service Providers and Health Care Professionals:**

- Seeking opportunities to integrate the local health system as they align to the Health Services Blueprint;
  - Transforming governance and leadership relationships to facilitate and oversee change;
  - Expressing interest in the success of everyone's organization, as well as your own; and
  - Demonstrating how you fit into the future vision philosophically and operationally to showcase the outcomes of your transformational efforts to inspire others to become the change.
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In summary, in order to progressively work towards the realization of the vision set forth in the Blueprint, building on the initial guiding steps indicated above, we all must work together to undertake and implement a number of transformative initiatives. Transformative elements to realize the future health system have been identified and illustrated through a programmatic implementation roadmap which includes health program-specific initiatives as well as system-wide changes.

It is this road map that will provide the necessary framework to guide the LHIN, its providers and community partners in taking the next steps along the health system design journey.

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System change is required to allow our health service providers to do what they do best – deliver quality care within a dynamic, ever-evolving environment. We can only make it happen together.

Michael Barrett,  
South West LHIN