



Institute of Health Policy, Management & Evaluation
UNIVERSITY OF TORONTO

Charting the Health Policy Landscape in Ontario

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*Bellwoods Board Think Tank
March 21, 2019*

IHPME

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Ontario's Hallway Medicine Crisis

Hallway Medicine Crisis



Cornwall Community Hospital CEO Jeanette Despatie poses for a portrait in the hallway of the hospital last year in Cornwall. The hospital has run out of space and some patients were being treated in the hallway. (DAVE CHAN / DAVE CHAN)

Roots of the Crisis: Walker (2011)

- Alternative Level of Care (ALC) hospital beds are occupied by people who no longer require hospital care
 - Lacking community-based care, older persons end up in hospitals with few discharge options
 - Because hospitals are not designed to meet “restorative, supportive and rehabilitation needs” extended hospitalization can increase the likelihood of “default” to residential long-term care

Caring For Our Aging Population and Addressing Alternate Level of Care

Report Submitted to the
Minister of Health and Long-Term Care

Dr. David Walker, Provincial ALC Lead
June 30th, 2011

Prescriptions: Sinha (2012)

- Ontario requires a seniors strategy to coordinate care across a continuum
 - Promote health and wellness
 - Strengthen access to community-based primary care and home and community care
 - Promote senior-friendly hospitals with timely discharge to home and community
 - Improve capacity within residential LTC to support short-stay and restorative options and discharge back to the community.

Living Longer, Living Well

Report Submitted to the Minister of Health and Long-Term Care and the Minister Responsible for Seniors on recommendations to Inform a Seniors Strategy for Ontario.

Dr. Samir K. Sinha, MD, DPHM, FRCPC
Provincial Lead, Ontario's Seniors Strategy

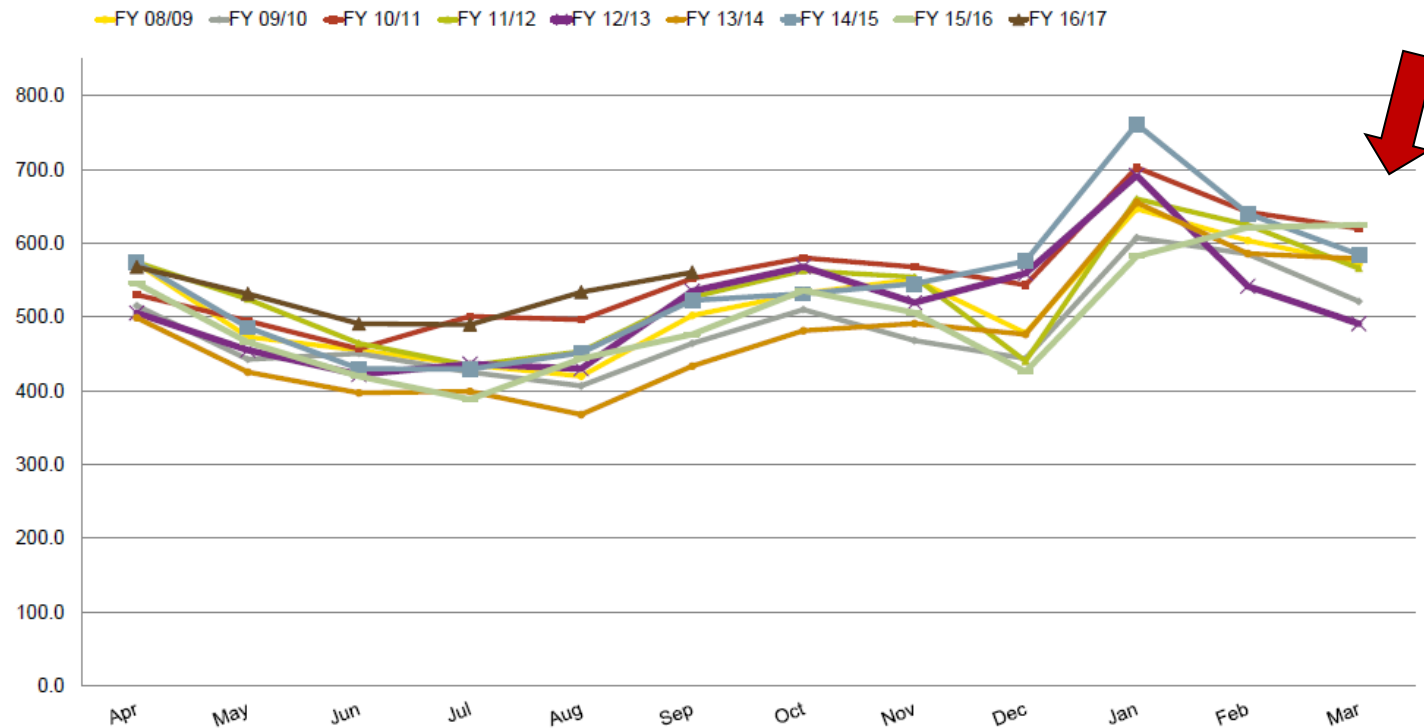
December 20, 2012

Too Much Variability, Too Little Accountability: *Donner (2015)*



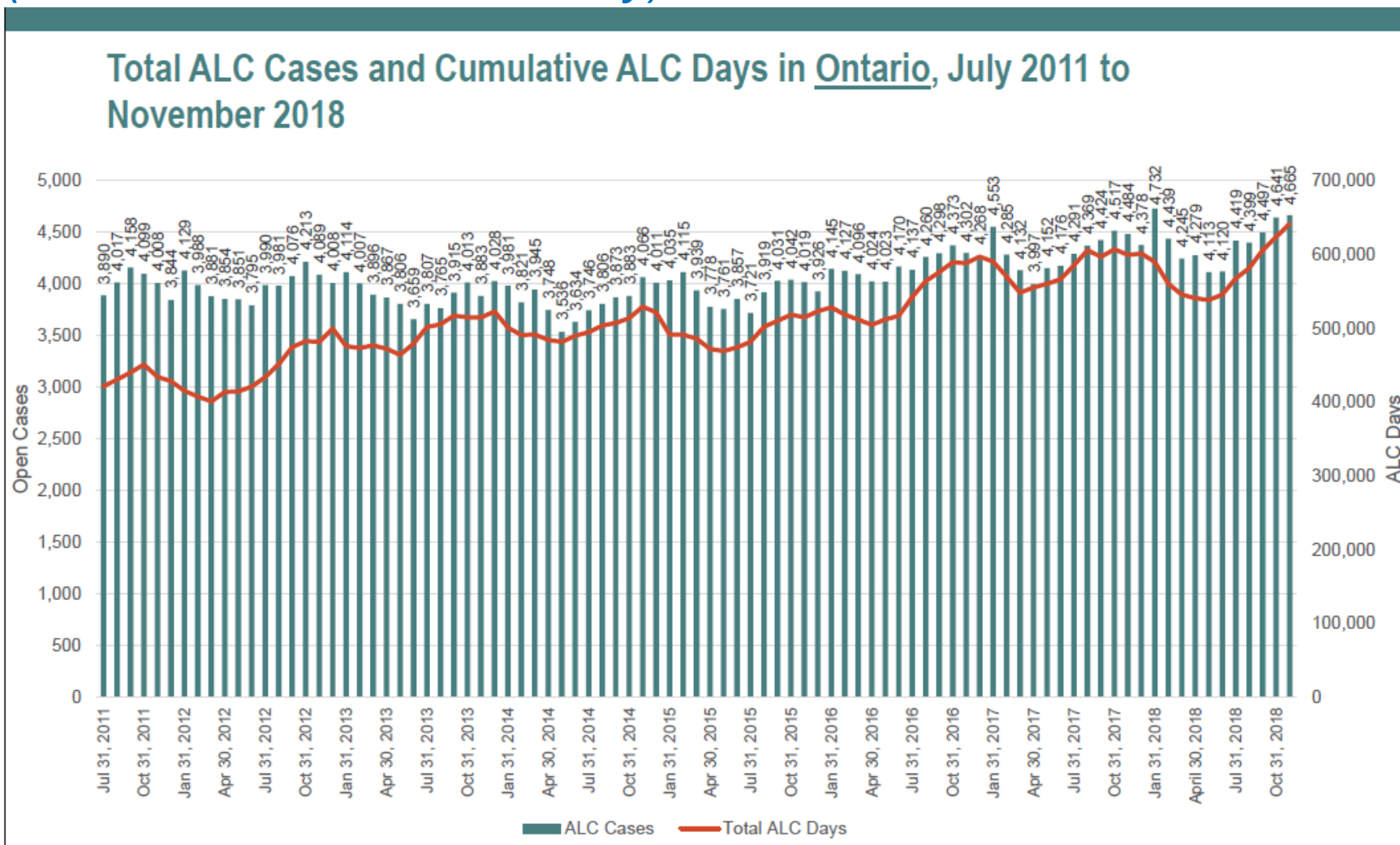
From Bad ... More Patients Waiting To Get In

Monthly Trend of the Daily Average Number of Patients in the ER Waiting for an Inpatient Bed at 8am: April 2008 - September 2016



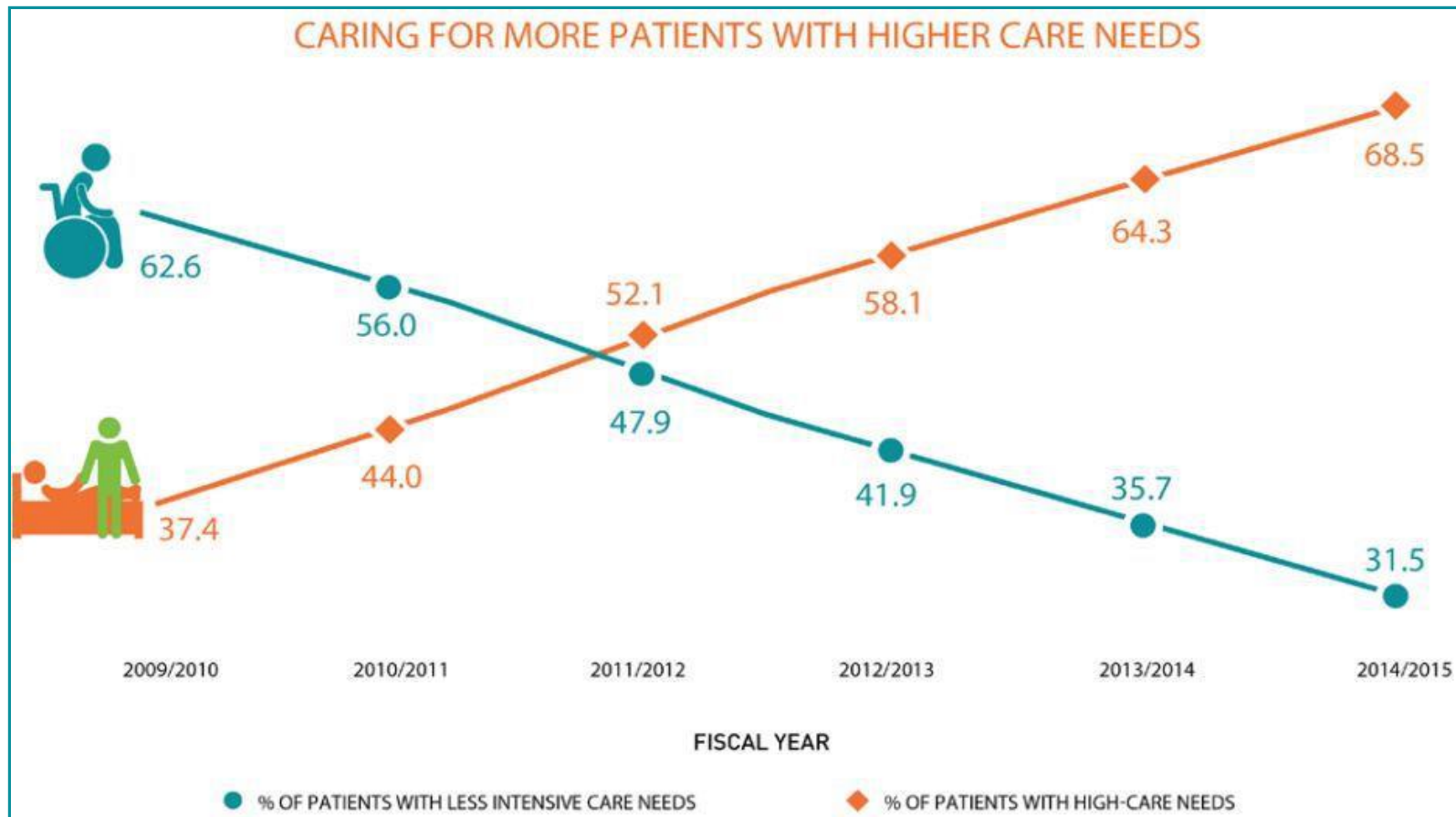
Source: Cancer Care Ontario. Alternate Level of Care. September 2016.

...To Worse: More Patients Waiting to Get Out (estimated at \$750/ALC day)



Home Care Conundrum:

Decline of “Before-the-Fact” Home Care in Ontario



Source: Ontario Association Of Community Care Access Centres, 2016

*Premier's Council on Improving Healthcare
and Ending Hallway Medicine*

Premier's Council: 1st Report



Hallway Health Care: A System Under Strain

1st Interim Report from the Premier's Council on Improving
Healthcare and Ending Hallway Medicine

January 2019



Source: Ontario.

http://www.health.gov.on.ca/en/public/publications/premiers_council/docs/premiers_council_report.pdf

Premier's Council: "Opportunities for Improvement"

- Digital & Modern Health Care
 - "...room for improvement when it comes to **using technology as a tool to help coordinate and deliver services, and improve outcomes for patients.**"

- Integrated Health Care Delivery
 - "... potential to **involve the full continuum of health care services**, and connect all health care providers and care settings into one seamless partnership motivated by a common goal: **providing wrap-around services to patients and improving health outcomes.**"

Premier's Council: "Opportunities for Improvement"

- Efficiency in the System

- "Simply adding more hospital or long-term care beds to the system will not solve the problem

... The Council will consider strategies that include prevention, early intervention, and evidence-based programs that improve health outcomes, and will look at best-practices in Ontario and in other jurisdictions across the world ... "

Bill 74: The People's Health Care Act

- Ontario Health
 - 5 regional offices
 - Amalgamates 20 agencies
 - 14 Local Health Integration Networks (LHINs subsumed CCACs in 2017)
 - Cancer Care Ontario, eHealth Ontario, ...
 - Managed by appointed Board of Governors
 - Public meetings not required

Bill 74: The People's Health Care Act

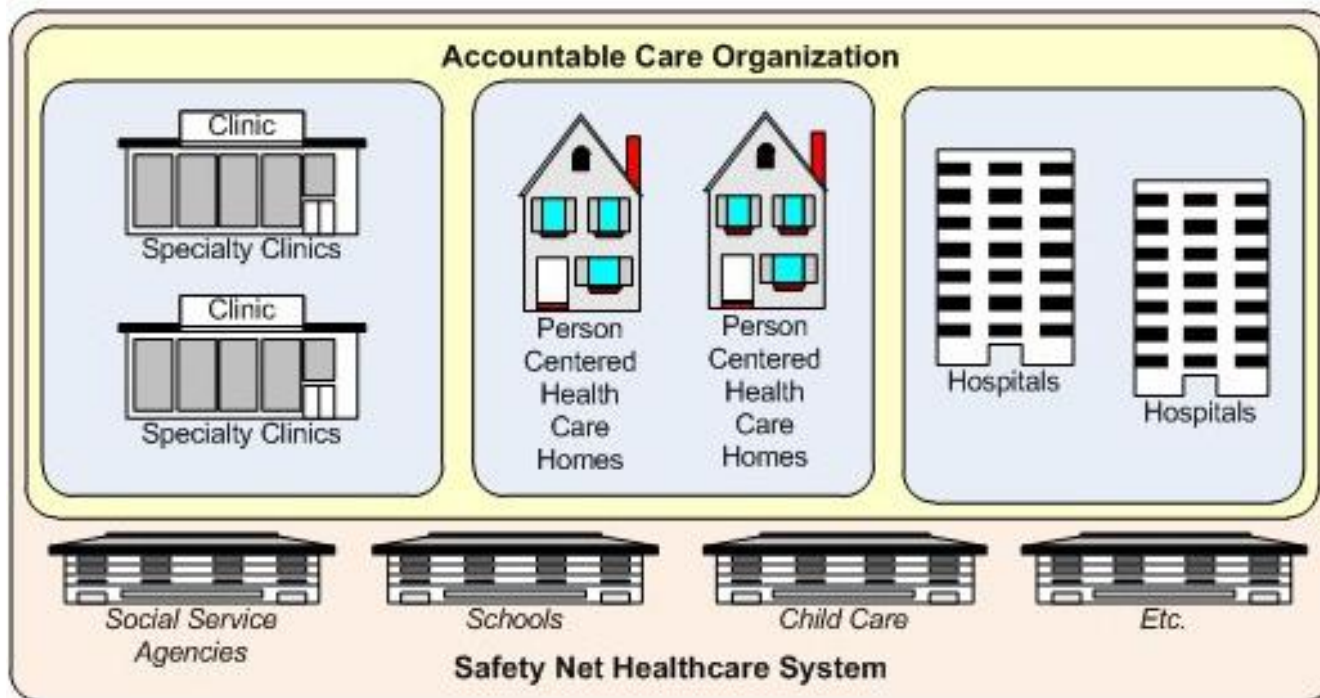
- Ontario Health Teams
 - 30-50 “integrated care delivery systems” funded by Ontario Health
 - Hospitals, primary care, home and community care, palliative care, residential long-term care, mental health and addictions
 - Likely based in old “sub-LHINs,” hospital catchment areas
 - *“Ontario Health Teams will be funded and held accountable for improving patient experience and people's health”*

Bill 74: The People's Health Care Act

- Ontario Health Teams
 - “Voluntary” networks of providers (Minister given power to direct integrations)
 - Covering 3 or more identified subsectors
 - Readiness assessment (many already under way)

The Model: Accountable Care Organizations (ACOs)

- Focus on health outcomes, not service volume
 - Funded on a per client (capitation) basis to provide all care to enrolled individuals



Source: Centers for Medicare and Medicaid Services. <https://www.cms.gov/Medicare/Medicare-Fee-for-Service-Payment/ACO/index.html?redirect=/ACO/>

Next Steps

Strengthen Relationships

- Co-locate
 - Community hubs
- Collaborate
 - “Lead agency” models
- Integrate
 - Anne Johnson CHC and Tobias House = Vibrant Healthcare Alliance

Leverage Established Best Practices: Ontario's ALC Strategy (June 2017)

ALC STRATEGY

Phase 1 (2017/18): Reduce ALC in Immediate Term

Short-Term Transitional Care Models
Work with LHINs to identify local solutions

Supportive Housing

Add 200 new seniors supportive housing units in 2017/18.

Hospital Role
Process improvement/flow

Phase 2 (2018/19): Maintain Reduced ALC Rates

Provincial Approach to Reducing ALC
Evaluate short-term transitional care models and use lessons learned to develop a provincial approach to transitional and permanent care and accommodation.

Supportive Housing
50 new units in each of 2018/19, 2019/20, 2020/21

Capital Projects
Repurpose existing infrastructure

Innovate: Assisted Living Southwest Ontario (ALSO)

ALSO
Assisted Living Southwest Ontario / Aide à la vie en résidence Sud-Ouest de l'Ontario

NEIGHBOURHOODS OF CARE

- HEAD OFFICE & P.I.**
3141 Sandwich St
- CENTRAL Y**
455 Dougall
- WESTGATE 65+**
3294 Sandwich
- MONARCH HOUSE**
3632 Sandwich
- LASALLE OFFICE**
1935 Normandy
- AMHERSTBURG**
680 Front Rd S
- ST LUKE**
980 St Luke
- Y RESIDENCE**
1101 McDougall
- LONGFELLOW**
2204 Longfellow
- CHRYSLIS DAY CLUB**
201 West Grand Blvd
- HEIMATHOF (seniors)**
5060 Wyandotte E
- OUTREACH OFFICE**
7830 Wyandotte E
- BARCELONA MADRID**
8950 Wyandotte E
- TRINITY TOWERS**
1170 Lauzon Rd,
1145 & 1175 Adair Court
- RÉSIDENCE RICHELIEU**
3140 Meadowbrook
(service in French)

... and growing! Coming soon: Leamington, Belle River (Francophones)



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