

LHINKages

Sharing Health Care News, Stories and Developments
in Northwestern Ontario



WINTER 2017
North West LHIN Quarterly Newsletter

Table of Contents

1	End of Year Message from Laura, North West LHIN CEO
2	North West LHIN Celebrates Leadership Excellence
3	North West LHIN Open House Celebration: Leadership Award Finalists 2017
3	North West LHIN Regional Orthopaedic Program at Thunder Bay Regional Health Sciences Centre
4	North West LHIN Regional Palliative Care Program at St. Joseph's Care Group
5	North West LHIN Regional Critical Care Response Program at Thunder Bay Regional Health Sciences Centre
6	Wade Petranik: Dryden Regional Health Centre
7	Honourable Mentions
8	Get to Know Gil Labine, Board Chair of the North West LHIN
9	Leaders from our Community: Heather Lee, CEO, Meno Ya Win Health Centre
10	The North West LHIN Health Services Blueprint enters Year 7
11	Building on Leaders in Support of System Transformation
12	North West LHIN Patient and Family Advisory Committee
13	Do You Know?
14	Minister's Medal Honours Excellence in Health Quality and Safety
15	North West LHIN Women in Leadership Forum
15	Provincial Highlights
17	Current Affairs: Connecting Ontario Northern and Eastern Region
18	How LHIN Leadership Delivers Value
20	Board in Brief
21	Word on the Tweet
22	Upcoming Events

Vision, Mission and Values

Vision

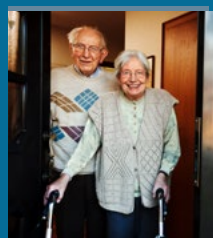
Healthier people, a strong health system - our future.

Mission

Develop an innovative, sustainable and efficient health system in service to the health and wellness of the people of the North West LHIN.

Values

1. Person-centred
2. Culturally Sensitive
3. Sustainable
4. Accountable
5. Collaborative
6. Innovative



The 2016-2017 **Accomplishments Publication** is now available online. If you would like to receive a print copy, please send your request to:

nw.communications@lhins.on.ca

The 2016-2017 Accomplishments can be read online here, or visit our website at www.northwestlhins.on.ca.

North West LHIN documents can be made available in alternate formats to meet accessibility needs. Please contact nw.communications@lhins.on.ca or toll-free at 1-866-907-5446.

End of Year Message from Laura **North West LHIN CEO**

It has been another year of change at the North West LHIN, and as the holiday season begins, it is hard to believe just how much has been accomplished in the past 12 months. It has, above all, been a year of collaboration – with health system partners from across the region, as well as patients, families and caregivers.

Considering what we have achieved together, it is an appropriate time to celebrate leadership in the North West LHIN. For this reason, we have dedicated this edition of the North West LHIN LHIINKages Newsletter to the recognition of leadership in our region. Across Northwestern Ontario, partners, health system stakeholders, as well as patients, families and caregivers, have demonstrated all kinds of leadership activities that are strengthening our health care system. I hope you will enjoy reading about this amazing work that is being done in our region every day and join me in thanking all those involved who are making a difference in the lives of the people of our region.

With the advancement of the provincial Patients First strategy, the North West LHIN received a new mandate and accepted responsibility for the home and community care services and programs on June 21, 2017, that were formerly delivered by the North West Community Care Access Centre. This transition was completed without disruption to patient care services and was made possible thanks to the leadership and support of staff from the North West LHIN and the former North West Community Care Access Centre, who worked tirelessly to integrate these two organizations for the benefit of the people of Northwestern Ontario.

The 2017-2018 year also represents the implementation of Year 6 of the North West LHIN's Health Services Blueprint. Year 6 has seen continued integration work across the health care system along with: the formal establishment of five sub-regions that support population health planning; further development of all Local Health Hubs; and the continued implementation of regional programs. Together, these

developments will continue to strengthen and advance health system planning, collaboration and integration in our region with a person-centred focus.

Health care transformation is continuing and I have no doubt that 2018 will represent another opportunity to build on the North West LHIN's success, which would not be possible without the enduring relationships we have built with our partners and the people of Northwestern Ontario. I would like to thank the people of the region for their support and insight as together we have worked to improve: the health care system; access to care; and health outcomes. I would also like to acknowledge the leadership and dedication of care providers across the region, as well as the North West LHIN's system partners, staff, and Board of Directors as we have taken steps towards the vision: *healthier people, a strong health system – our future.*

On behalf of everyone at the North West LHIN, thank you for your continued support and I would like to send our warmest wishes to you and your family this holiday season!

~ Laura Kokocinski, CEO North West LHIN



North West LHIN Celebrates Leadership Excellence



North West LHIN
LEADERSHIP AWARD

Congratulations to the 2017 North West LHIN Leadership Award Winners!

Every year, the North West LHIN Board of Directors acknowledges leaders in our region who have gone above and beyond the call of duty; to highlight those who have advanced important health initiatives, have been trailblazers for new programs, or have worked tirelessly behind the scenes to keep programs and services running smoothly.

This year, the North West LHIN Board of Directors received a record number of applicants. Although the decisions were not easy, the Board is proud to present recipients chosen from the following three categories:

1. Exceptional/Commendable Approach to Collaboration/Partnership
2. Exceptional/Commendable Stakeholder Engagement
3. Distinguished Contribution Award

The North West LHIN Leadership Award also recognizes:

- Exceptional/Commendable Practice in Diversity and Inclusion (no recipients in 2017)
- Exceptional/Commendable Practice in Value Creation (no recipients in 2017)

The award is presented to an individual, team or organization, otherwise known as "Health Service Providers," that are funded by the North West LHIN and have demonstrated exceptional leadership within the health care system.

On December 11, 2017, the recipients of the North West LHIN Leadership Award were recognized at the North West LHIN Open House event. It was a wonderful opportunity to celebrate leadership and for health service providers to recognize their peers who have made a significant contribution to the health care system in the North West LHIN.



Gil Labine, Chair, North West LHIN Board of Directors

"Selecting the winners for this year's Leadership Award was not easy. The Board of Directors received exceptionally strong applications from across the region who are demonstrating inspirational leadership."

Congratulations to all of the North West LHIN Leadership Award recipients and Honourable Mentions, and our sincere thanks to all that submitted a nomination. The North West LHIN encourages all health service providers to continue doing what you do best: find new ways to improve health outcomes and access to services for the people of Northwestern Ontario."

~ Gil Labine, Chair Board of Directors



Thunder Bay Regional Health Sciences Centre Regional Orthopaedic Program

From left to right: Dr. David Puskas, Regional Medical Director of Musculoskeletal Health, Caroline Fanti, Regional Orthopaedic Program Director, Dr. Rhonda Crocker Ellacott, EVP, Patient Services, & Chief Nursing Executive, Adam Vinet, Director of Surgery.

Team Award for Exceptional Approach to Collaboration/Partnership

The North West LHIN's Regional Orthopaedic Program (ROP) at the Thunder Bay Regional Health Sciences Centre has developed an innovative model of health care delivery to improve access to specialty care, provide closer-to-home care for patients, reduce wait times and cost to the system and improve health outcomes. As a result, the improved access to care reduces patient travel for surgery, follow-up visits and rehab. All of these services can be accessed closer to home.

This is being accomplished through regional integration and advanced technology. The proposed Regional Orthopaedic Program provides on-site consultation and surgery at four hospitals in the North West LHIN: Dryden Regional Health Center, Lake of the Woods District Hospital, Riverside Health Care, Thunder Bay Regional Health Sciences Center. Services are integrated at these four centres in one multi-site, hub-and-spoke program.

At the heart of the Regional Orthopaedic Program is a digital health system called PROMIS (Procedure Management Information System). PROMIS was developed specifically to introduce a centralized referral and booking system that connects primary care providers and all referrals with the Regional Orthopaedic Program through one point of access. PROMIS ensures real-time, complex reporting of wait times

across all surgical services to facilitate better communication between sites and improve efficiencies across the health care system.

"The Regional Orthopaedic Program represents years of relationship building and a culture change towards an integrated model of patient care. Recognizing TBRHSC's Regional Orthopaedic Program with this Leadership award validates all of the stakeholders who partnered and collaborated in making the selfless critical changes in thinking to yield a truly integrated Regional program geared to making patients first."

"The Regional Orthopaedic Program represents years of relationship building and a change away from the culture of siloed models of patient care. Recognizing TBRHSC's Regional Orthopaedic Program with this Leadership award would validate all of the stakeholders who partnered and collaborated in making the selfless critical changes in thinking to yield a truly integrated Regional program geared to making patients first. The award would also represent a navigation beacon for all other medical sub specialities to follow. TBRHSC is honoured to be recognized for their leadership in pioneering these changes."

Caroline Fanti, Director, Regional Orthopaedic Program



St. Joseph's Care Group

North West LHIN Regional Palliative Care Program

From Left to Right: Jill Marcella, Coordinator, Regional Palliative Care Program, Hilary Mettam, Community Development Lead Regional Palliative Care Program, Marlene Benvenuto, RN, CHPCN Regional Palliative Care/Telemedicine Consultant, Cindy, RPCP Program Assistant. *Not Pictured:* Dr. Kathy Simpson, Regional Clinical co-lead BSc., MD, CCFP (PC), Rebecca McEwen, Regional Clinical co-lead, MSc., BScN., RN.

Team Award for Exceptional Approach to Stakeholder Engagement

Since 2015, the North West LHIN Regional Palliative Care Program (RPCP) has implemented the Regional Palliative Care Plan with the goal of creating an integrated system of care that will serve all individuals who could benefit from a palliative approach. This system aims to respond to the needs of not only the individual but their family, friends, and caregivers and includes a full continuum of care available from initial diagnosis to the period of bereavement.

To reflect the improvement in access to care for patients in rural remote and northern communities, the North West LHIN Regional Palliative Care Program has prioritized engagement with First Nations and the organizations who deliver health care in First Nation communities. The North West LHIN Regional Palliative Care Program has forged strong partnerships with a number of First Nations organizations, providers and Home and Community Care programs based within First Nation communities. This collaboration has resulted in the adaptation of a discharge planning protocol to allow individuals to spend their final days at home in their community.

The North West LHIN Regional Palliative Care Program's outreach and stakeholder activities have resulted in numerous success stories, including:

- Local champions identified to lead the development of community palliative care programs and teams in every North West LHIN sub-region;
- Formal partnership agreements have been signed with community palliative care teams in 9 Local Health Hubs across the region;
- Each palliative care team has created an annual work plan outlining their goals and activities for the year; and
- A community of practice has been established whereby local palliative care champions can share work taking place in their community and collaborate on common priorities.

Throughout its work, the North West LHIN Regional Palliative Care Program makes an effort to evaluate the effectiveness of its stakeholder engagement by seeking continuous feedback from partners.

"The focus of the Regional Palliative Care Program has been on developing relationships with the region and First Nations service providers to better understand the issues faced by them. Winning the North West LHIN Leadership Award would be an award not just for the Regional Palliative Care Program, but for all of the communities who have worked collaboratively with the program in strengthening palliative care service delivery at the local level."

Jill Marcella, Coordinator, Regional Palliative Care Program

A photograph of two people, a man and a woman, sitting at a table. The man on the left is wearing a dark suit jacket over a checkered shirt and has a red poppy pinned to his lapel. The woman on the right is wearing a light grey t-shirt and a yellow lanyard with 'THUNDER BAY NURSING' written on it. They are both smiling at the camera. In the background, there is a framed picture of a rocky coastline.

Thunder Bay Regional Health Sciences Centre Regional Critical Care Response Program

From left to right: Dr. Michael Scott, Chief of Critical Care at Thunder Bay Regional Health Sciences Centre Edith (Edie) Hart, Regional Critical Care Response, Clinical Lead.

Team Award for Exceptional Approach to Collaboration/Partnership

Thunder Bay Regional Health Sciences Centre (TBRHSC) Regional Critical Care Response (RCCR) Program was established March 31, 2015 to provide real-time access via telemedicine to evidence based, critical care services using an interprofessional care team.

Regional Critical Care Response provides resuscitative support, early stabilization of patients and facilitation of efficient transfers to reduce patient transport times. In addition, the team supports 12 rural hospitals and four nursing stations by enabling eligible patients to remain in their home community with the assistance of clinical experts using telemedicine.

Regional Critical Care Response was developed in partnership with the TBRHSC Intensive Care Unit (ICU) and 11 Northwestern Ontario community Emergency Departments and one Level 2 ICU in Kenora. Prior to RCCR implementation, Critical Care Nurses' or Respiratory Therapists' support to physicians and nurses across the region was limited to Kenora and Thunder Bay.

Within the first year, Regional Critical Care Response provided 107 video consults. This enabled 29 patients to remain in their community hospitals and reduced air transport costs and enhanced patients' choices. As of April 2017, 163 air transports have been averted resulting in over \$3M in savings.

Regional Critical Care Response has enabled critical care interventions for those requiring transfer, by allowing a patient's family to participate in video consults and meet the team who will receive them at TBRHSC.

ORNGE transport service are available 24 hours a day to participate in video consults with patients who require transfer. ORNGE pilot funding has been recently secured through 2019.

The North West LHIN has provided three-year pilot funding allowing for ongoing program sustainability until 2019. As a result of this funding, a dedicated Regional Critical Care Response nurse is now available 24 hours. Other key expansions of the program include 4 Indigenous remote nursing stations which now have access to Regional Critical Care Response. Given the overwhelming positive response from the nursing stations, it is anticipated that 15 additional Indigenous communities will have RCCR access over the next two years.

"RCCR promotes a culture of patient safety and responsiveness, acute care education, and sharing of best practices. Most importantly, it results in better outcomes for our patients and families through earlier access to specialized treatments, shorter transfer times, and potentially eliminating the need to transfer a patient at all, resulting in exceptional care closer to home. We are grateful to the Northwest LHIN and our Ministry champions for their support throughout the development and now expansion of this critical program."

Dr. Michael Scott, Chief of Critical Care, Thunder Bay Regional Health Sciences Centre

Wade Petranik Dryden Regional Health Centre



Wade Petranik, CEO of Dryden Regional Health Centre

Individual Award - Distinguished Contribution Award

Over the past 20 years, Wade Petranik, CEO of Dryden Regional Health Centre, has demonstrated exceptional leadership and commitment to the health system. Wade was instrumental in the establishment of a Family Health Team under the governance of the Dryden Regional Health Centre.

Furthermore, Wade brought together community, corporate and health leaders to form a health care committee to facilitate the purchase of the medical clinic building. This resulted in significant cost savings to local physicians and enabled the recruitment of new physicians to Dryden. These efforts were further supported by the establishment of a physician recruiter position within the hospital, another one of Wade's many contributions to local health care in Dryden.

A strong proponent and leader of health system integration for the past two decades, Wade was also one of the founders of the Kenora Rainy River Regional Laboratory Program, which has served as a model for other regions. He was also an advocate for the establishment of the Regional Surgical Network in the Kenora/Rainy River districts. Thanks in part to Wade's leadership and tenacity, there is hip and knee replacement surgery in the regional hospitals in Kenora and Rainy River.

With Wade at the helm, Dryden Regional Health Centre was chosen as a pilot community for the Local Health Hub project and in collaboration with other stakeholders to challenge the status quo, he continues to

advocate and work toward an integrated local health system in Dryden and the regional communities it serves.

Wade has been credited as one of the authors of the Ontario Hospital Association (OHA) Small Rural and Northern (SRN) paper on integration and local health hubs, has served on the SRN council for many years and is now a Board member at the OHA.

"Helping to make the health system work better for the people of our region, both now, and in the future, is a key accountability for all health service providers. These awards acknowledge the outstanding contributions and efforts of organizations in realizing this promise. I'm both proud and humbled to be nominated for such a prestigious award."

~ Wade Petranik, Chief Executive Officer, Dryden Regional Health Centre

"I can think of no one more deserving of this Award of distinction than Wade Petranik."

*Angela Bishop, President and CEO,
Red Lake Margaret Cochenour Memorial Hospital.*

North West LHIN Leadership Award Honourable Mentions



Honourable Mentions

The North West LHIN Board of Directors is pleased to acknowledge two Honourable Mention recipients for their commendable leadership efforts in the areas of Collaboration/Partnership and Stakeholder Engagement:

Alpha Court's Access Point Northwest was nominated for their commendable approach to Collaboration/Partnership. Access Point Northwest offers a simplified, online outpatient referral process, replacing an existing paper-based system of referral and ensuring entry into service is accessible, timely and equitable. Access Point Northwest goes the extra mile to find patient's the right service, rather than placing the burden on patient's to navigate a complex system on their own.

North of Superior Healthcare Group, the Town of Marathon & the Project Team's Senior Supportive Housing Project was nominated for both their commendable approach to Collaboration/Partnership, as well as their commendable approach to Stakeholder Engagement. The Senior's Supportive Housing Project Team consists of a diverse membership from the community which has allowed for collaboration among stakeholder to address gaps in senior housing in Marathon. The Project Team has successfully forged partnerships, led several community and stakeholder engagement meeting, secured donations for funding, and begun ground breaking a new Housing Unit facility.



To view all Leadership Award Finalists and Honourable Mentions online, please visit the North West LHIN at www.northwestlhin.on.ca

Get to Know Gil Labine

Board Chair of the North West LHIN



To say that Gil Labine is a busy man would be an understatement. In addition to being the only certified specialist in criminal litigation in Northwestern Ontario, he is also the senior partner in his law firm of nine lawyers, a lecturer at the Bora Laskin Faculty of Law, and of course, the Board Chair of the North West LHIN.

"I believe strongly that health care should be available and consistent to everyone in Northwestern Ontario and throughout the North West LHIN." A Thunder Bay resident, Mr. Labine has a long-established commitment to the improvement of health care in Northwestern Ontario. It's a commitment that is clearly visible through his many years of dedication to the region, public service, and the people living in Northwestern Ontario. Mr. Labine has served as President and Director of William Creighton Youth Services, Director of the Lakehead University Board of Governors, Director of the Canadian Mental Health Association, and Director and Vice Chair of the Thunder Bay Regional Health Sciences Centre. Now, as Board Chair of the North West LHIN – a role that started in February, 2017 – Mr. Labine is helping to spearhead the transformation of health care in Northwestern Ontario, and that of the North West LHIN as an organization.

"In the relatively short time that I have been the Board Chair, it has been inspiring to participate in the transition of Home and Community Care to the LHIN. We are now providing health care service directly to patients for the first time," says Labine. "It is quite rewarding to watch the transition, and everything it entails, as we begin to administer the programs and services of the former North West CCAC."

Mr. Labine notes that he has great respect for the LHIN and its collaborative work with providers and other organizations – work that is aimed at transforming the health care system in the region. While he acknowledges that significant challenges remain to health service access and health service delivery in the Northwest region, Mr. Labine is confident that the North West LHIN is on the right path.

"To me, the most important aspect of the LHIN integration throughout Northwestern Ontario is that with 14 LHINs, the delivery of health services becomes localized, as opposed to one central location in Toronto determining the level of health care for the entire province. Each individual LHIN team is made up of members of their respective communities, which results in a hands-on, local approach and more accountable service to the people in each region."

Although Mr. Labine has achieved numerous accomplishments as a lawyer and community leader, his greatest joy is grounded in his personal life. Visibly proud of the family he raised, Mr. Labine says, "I am most proud and grateful for my family. Watching them grow and build their own families is truly rewarding."

It's an accomplishment that many can relate to, and will help drive Mr. Labine's passion for improved health outcomes for the people of Northwestern Ontario.

Leaders from our Community:

Heather Lee, CEO, Meno Ya Win Health Centre

For Heather Lee, taking on her new role as the CEO of Meno Ya Win Health Centre in Sioux Lookout was part of a natural progression. Originally a Registered Nurse (RN), Heather's career has continued to evolve as she has sought out opportunities to have an ever-growing, positive impact on the health care system.

Heather has been with the Sioux Lookout Meno Ya Win Health Centre since August 2012. After graduating from Sir Sanford Fleming College's Diploma Nursing program in 1987, she held various nursing and leadership positions including staff nurse, program manager and program director.

"I've always been drawn to leadership," says Heather. "When I was providing care as a nurse, I would often take on teaching and mentoring roles for other nurses. That's when I learned that leadership was another way I could impact health care and support those who provide care."

In July 2013, Heather was appointed as Vice President, Health Services and Chief Nursing Executive at Meno Ya Win. Then, in July, 2017, Heather was appointed to the role President and Chief Executive Office (CEO).

"The best part about working here is the people and the relationships that are built with those we serve. Even though the organization is growing in size, it feels like a tight-knit team, a family," says Heather. "We're working in the same direction towards a common vision, and it's extremely rewarding to see positive change for those in need of care, whether we are improving access, the quality of the patient experience, or health outcomes."

In 2008, Heather completed the Advanced Health Leadership Program at the University of Toronto's Rotman School of Management where she further refined her leadership skills with a specific focus on health care. Heather also completed her Bachelor of Science degree in Nursing from the University of Victoria and her Masters of Healthcare Administration at Walden University.

Heather is dedicated to the provision of high-quality, culturally safe care for all patients of Sioux Lookout and the surrounding area, which includes Pickle Lake and 32 First Nations communities - most of them fly-in.



Heather Lee, CEO, Meno Ya Win Health Centre

"We, and the population we serve, face some challenges based on our geography," says Heather. "However, it's an opportunity to create new and innovative ways to best serve our clients. As an example, access to care can be difficult for many members of our communities because of large geography and dispersed population. We also encounter the same pressures that you see elsewhere in the province – including Alternate Level of Care (ALC) pressures, increasing demand for Long-Term Care spaces, as well as physician shortages. Nonetheless, in the face of these challenges, our staff and physicians continue to provide great care to the clients we serve."

For Heather, and for the future of Meno Ya Win, facing challenges means capitalizing on new opportunities to work together while also exploring new ways of doing things. It's a necessary approach that Heather takes in stride, and one that will undoubtedly bring positive change to the delivery of care for the people of Sioux Lookout and the surrounding area.

"We will continue to grow, while trailblazing and bringing new ideas to the table," says Heather. "We are always finding ways to improve access to care, build new partnerships, and leverage the possibilities so we can ensure the best care for the people we serve."

North West LHIN

Health Services

Blueprint

Local population health planning improves the health of the region

As Year 6 of the Blueprint comes to a close, we celebrate the continued implementation of Local Health Hubs and the formal launch of sub-regions across the North West LHIN. Sub-region planning supports better health outcomes and improved patient experience through an integrated service delivery model. There have been many lessons learned this year from stakeholder engagement to inform the Blueprint's implementation.

The **five Early Adopters across the North West LHIN** continue to make significant progress in advancing the Blueprint's conceptual model and building an integrated health care system:

- Manitouwadge Local Health Hub has continued its development as an integrated health care organization (IHCO) to include acute care, long-term care, public health, primary care and home and community care.
- Dryden and Area Local Health Hub continues to explore opportunities for integration and collaborative governance models towards the vision of an integrated health system.
- Nipigon Local Health Hub is formally pursuing integration between the hospital and Family Health Team.
- Marathon/Terrace Bay Local Health Hub has completed integration with the merger of the two hospitals and is now looking at more integration opportunities.
- Rainy River Local Health Hub is developing with a focus on trust building and exploring integration opportunities.

Another significant step in Year 6 of the Health Services Blueprint has been the formalized focus on population health planning at the local level, through sub-region planning. The North West LHIN has formalized five sub-regions and has put mechanisms in place to support population health-based planning. This includes the recruitment of Clinical Leadership, alignment of internal resources to the sub-regions, and planning tables within each of the five sub-regions to better understand and address population health needs at the local level.



North West LHIN Sub-region map.

By focusing on population health planning at the local level, the North West LHIN ensures that services reflect the unique needs of patients and improve health outcomes for the people of Northwestern Ontario. Resources are being allocated to efficiently and effectively plan as system partners, an approach that replaces that of sector-based planning. By bringing together the perspectives of our partners, there is a better understanding of local priorities.

Population health-based planning is not new to the North West LHIN. The Blueprint has population based planning at its core. Five years ago, the North West LHIN implemented five Integrated District Networks (IDN). The North West LHIN renamed its IDNs as sub-regions to align with language across the province. The Sub-regions focus on providing equitable access to health care services for residents, improving health outcomes for the population and arranging for people to receive the level of care they need closer to home.

Sub-region planning represents the advancement of the integrated service delivery model to support patient centred care, through the Health Services Blueprint.

The North West LHIN has continued to focus on stakeholder engagement to inform the Blueprint's implementation. Earlier in 2017, a mid-point evaluation of the 10-year Blueprint was conducted with stakeholders to understand what has worked and what needs to be improved as the Blueprint continues to be refined. The North West LHIN is committed to engagement with broader stakeholders, and based on the valuable feedback provided, a renewed communications strategy will be launched in 2018.

Building Leaders in Support of System Transformation

2017 marks the third year of the North West LHIN Advanced Health System Leadership Program to support the implementation of the Health Services Blueprint and related development of early adopter Integrated Health Care Organizations (IHCOs).

The North West LHIN has worked in partnership with the Rotman School of Management to develop a curriculum for health leaders from across the North West LHIN health system. This custom program is enabling participants to develop and refine their leadership skills — all directed at supporting system leaders and enhancing health system integration in the Northwestern Ontario.

To date, more than 70 health system partners and leaders have taken part in the North West LHIN Advanced Health System Leadership Program, building on their skills and understanding in the following areas:

- Leadership
- Change Management
- Emotional and Political Intelligence
- Integrative Thinking
- Systems Thinking and Transformation
- Innovation and Design

The program is designed for those in a leadership role or with leadership potential, who are committed to working in the health system for five or more years and help to lead integration with system partners.

The North West LHIN is excited to continue to offer and evolve its Leadership Development program in 2018 to support system leaders in leading system integration efforts, all with the focus to support better health outcomes and improved client experience.



Above: Health system partners and leaders take part in the North West LHIN Advanced Health System Leadership Program to support the implementation of the Health Services Blueprint.

North West LHIN

Patient and Family Advisory Committee



Alec Geesic, David Glover, George Saarinen, Irene Laing, Jan Murchison, Karen Arola, Katherine Smith, Lesley Read, Lloyd MacDonald, Marjorie Zirk, Ruth Sisak, Shirley Szumowski. *Not pictured:* Roseanne Ouellette, Joan Duke, Athena Damianakos.

Since its inception, the North West Local Health Integration Network (LHIN) has appreciated the importance of engaging with patients, families and caregivers, and ensuring their voices are heard. Now more than ever, we are committed to including the voices of patients in their health care.

To further strengthen the voice of patients, families and caregivers, the North West LHIN is pleased to announce its new Patient and Family Advisory Committee (PFAC). The North West LHIN PFAC was created to provide advice on local health issues and programs from the patients' perspective.

After a strong response to the call for committee members in July 2017, 15 individuals have been invited to join the committee as inaugural members. These individuals are or have been patients or caregivers of patients in the North West LHIN, and reflect the diversity of the people and communities within the LHIN.

The role of a PFAC member is to share his or her unique stories, experiences, opinions and perspectives in order to strengthen engagement of patients, caregivers and the public in important local health planning decisions and policies. Feedback received from the Committee members will support meaningful positive contribution to the region's health care. Through the Committee's work, community members will have the ability to be involved in the development of the very programs, services and initiatives that affect them.

Through the Committee's work, community members will have the ability not just to know about the decisions that affect them, but to be involved

in the development of the very programs, services and initiatives that affect them as well.

Based on its Terms of Reference, the PFAC will both advise and collaborate with the North West LHIN, its leaders, HSPs and staff regarding system-level policies, practices, and strategy, planning, and delivery of patient- and family-centred care within the North West LHIN region. Members will:

- Identify and advise on opportunities to incorporate the patient's perspective in initiatives to better integrate care across the region and across the health care system.
- Support effective patient engagement within the North West LHIN.
- Provide advice on recommendations about health care access or service delivery improvements from the patient and/or family caregiver perspective.
- Provide input on North West LHIN policies and standards guiding North West LHIN initiatives, particularly regarding patient care and patient engagement.
- Recommend strategies and practical ideas for improving patient care, and caregiver recognition and support.
- Work in partnership and engage in co-design with the North West LHIN CEO, LHIN staff, service providers and partners.
- Link and collaborate with other patient and family advisory groups within the North West LHIN and across the province as appropriate.

The first meeting among PFAC members took place on November 13, 2017.

Do You **Know?**

FAMILY HEALTH CARE PROVIDER

Contact your family health care provider (physician or nurse practitioner) for office hours over the holidays.

COMMUNITY AFTER-HOURS CLINICS / WALK-IN CLINICS

At an after-hours clinic or walk-in clinic, patients can see a nurse or doctor without appointment. Many medical clinics, family health teams, nurse practitioner-led clinics, and pharmacies operate walk-in clinics.

To find out about your provider's clinic hours, contact your family health care provider.

Walk-in clinic information can also be found by:

- Calling **211**
- Visiting www.211north.ca
- Visiting www.northwesthealthline.ca

PHARMACIES

Pharmacists now have the authority to prescribe some drugs, renew non-narcotic prescriptions for up to six months, administer the flu vaccine, and provide advice to people with chronic conditions.



FLU VACCINATIONS

Flu vaccinations are available by appointment at Thunder Bay District Health Unit's immunization clinic.

Visit www.thunderbayflu.ca for more information.

TELEHEALTH ONTARIO*

Talk to a registered nurse 24 hours a day, seven days a week at **1-866-797-0000**.

**Telehealth does not replace 911. You should always call 911 in an emergency.*

HEALTH CARE CONNECT

Health Care Connect helps people who are without a doctor find one. Call **1-800-445-1822** for more information.

Minister's Medal

Honours Excellence in Health Quality and Safety



Dr. Rhonda Crocker Ellacott, Executive Vice President of Patient Services and Chief Nursing Executive at Thunder Bay Regional Health Sciences Centre (TBRHSC.)



The **Minister's Medal** Honouring Excellence in Health Quality and Safety is an annual competitive award program designed to recognize the excellent work done by health care partners across the province. As a competitive annual program, it provides an opportunity to recognize system champions who place the patient at the centre of the circle of care while promoting value and quality in the health care system.

The North West LHIN is proud to recognize Dr. Rhonda Crocker Ellacott for being named to the **2017 Honour Roll as an Individual Champion**. Dr. Crocker Ellacott is currently the Executive Vice President of Patient Services and Chief Nursing Executive at Thunder Bay Regional Health Sciences Centre (TBRHSC.) Rhonda is well-known in her community

for being a collaborative, patient and family-centered, innovative and results-oriented leader. Rhonda is passionate about ensuring that patients and families are at the center of care, and is energized by new challenges and opportunities to better improve quality of care and the overall patient experience within her community.

Over the past 8 years, Rhonda has been a dynamic champion of Patient and Family-Centred Care (PFCC). Under her leadership, cultural change has begun to take place within the community; a change that now recognizes an integrated commitment to patients and their families.

Rhonda has been instrumental to the development of the Thunder Bay Regional Health Sciences Centre's Patient and Family Advisory Council. The council is comprised of approximately 100 patient and family advisors, includes leadership representatives from all areas of the hospital, and works to create sustainable systems, structures and processes to support the work of the Patient and Family-Centred Care Committee.

WOMEN IN LEADERSHIP FORUM 2018

Contribute to excellence in health care leadership across Northwestern Ontario!

Join Us!

Join the first-of-its kind Women in Leadership Forum designed for:

- **Women** interested in a leadership role
- **Women** already in a leadership role who want to engage and share their experience
- **Women** who are an emerging leader and want the benefit of others' experience



EVENT DETAILS

Date: Friday March 9, 2018

Time: 8:30 a.m. – 3:30 p.m.

Venue: Victoria Inn, 555 Arthur St. West
Thunder Bay, ON

For more information, visit the North West LHIN website at www.northwestlhlin.on.ca

Provincial Highlights

Free Prescription Medication for Children and Youth Through OHIP+

New Universal Drug Program Making Life More Affordable for Families in Northern Ontario

As part of the 2017 Budget, Ontario is making prescription medications free for everyone with OHIP coverage 24 years of age and younger, regardless of family income. Coverage will be automatic, with no upfront costs.

Beginning on January 1, 2018, the program will provide free prescription medications for more than four million children and young people, helping families who may not have access to comprehensive drug benefit plans.



For more information, visit the Ministry of Health and Long-Term Care website at <https://news.ontario.ca/opo/en/2017/04/free-prescription-medications-for-children-and-youth-through-ohip.html>.

Engagement with Francophones

A recent amendment to Regulation 515/09 under the *Local Health System Integration Act*, 2006, will strengthen accountability for the planning and delivery of French Language Services and better reflect the collaborative relationship between the LHIN and the French Language Health Planning Entities.

To highlight the importance of FLS, the *Patients First Act* includes a requirement “to promote health equity, reduce health disparities and inequities, and respect the diversity of communities and the requirements of the French Language Services Act (FLSA), in the planning, design, delivery and evaluation of services.”

There are currently six French Language Health Planning Entities in Ontario who provide support and advice to the LHINs on the following matters:

- Methods of engaging the local francophone community;
- Health needs and priorities of the local Francophone community, including the needs of diverse groups within the local Francophone community;
- Health services available to the local Francophone community;
- Strategies to improve the integration, accessibility, and access to French language health services in the local health system;
- Identification and designation of health service providers for the provision of French language health services;
- planning for, and integration of, health services in the area.



Ontario Creating Fair Workplaces by Expanding Personal Emergency Leave

Ontario is creating more fairness and opportunity for workers by proposing paid personal emergency leave for every worker, and banning employers from requiring employees to provide a doctor's note for taking personal emergency leave.

If passed, these changes would be in effect on January 1, 2018, and would:

- Expand personal emergency leave to include a minimum of 10 days, including two paid days, per year for all workers.
- Ban employers from requiring a sick note from an employee taking personal emergency leave.
- Provide a leave of absence of up to 17 weeks without the fear of losing their job when an employee or their child has experienced or is threatened with domestic or sexual violence.

These changes are part of [Ontario's plan for Fair Workplaces, Better Jobs](#).

ConnectingOntario Northern and Eastern Regions

Courtesy of Northwest Health Alliance:

The ConnectingOntario Northern and Eastern Region (NER) program focuses on getting clinicians the right information at the right time in order to make the right decision. ConnectingOntario provides convenient access to critical patient information via the Clinical Viewer, which displays a patient's journey, as well as emergency visits, hospital admissions and home and community care services. Thanks to ConnectingOntario's Clinical Viewer, clinicians are able to access a patient's health information in a secure and seamless manner. The benefits include:

- A real-time comprehensive patient health record that enables faster and more informed clinical decision-making, facilitates improved interactions with patients, and reduces duplicate testing;
- Seamless access for providers in the continuum of care, allowing family doctors to follow the patient's journey through the health care system in Ontario, and emergency department health care providers access to patient medical records;
- Improved health care delivery and sustainability ensuring information is delivered to the right people at the right time, thus enhancing the patient/provider experience; and
- Reduced administrative costs and improved resource allocation through increased efficiencies.

From the perspective of the patient, the ConnectingOntario ClinicalViewer enables the patient's health care team to have secure, real-time access to the patient's relevant medical information. Currently, the patient's data in the ClinicalViewer includes:

- Lab reports
- Visit/encounter details
- Emergency department reports
- Patient demographics, consultation reports

- Discharge summaries
- Cardiovascular reports
- Home and community care information from LHINs
- Neurophysiology reports
- Respiratory reports
- Diagnostic imaging reports
- Medication information
- Allergy information
- Infection control information
- And more (new features are being added on a regular basis)

The ConnectingOntario NER Service Delivery Partner (SDP) is the Northwest Health Alliance (NWHHA). Project Manager Caroline Harding of the NWHHA leads the Northwest regions' program implementation with her team partners Heidi Smith (Business and Change Coordinator), Lawrence Badanai (Communications Officer), and Krysta Logozzo Daniele (Project Lead - Information Services) from the Thunder Bay Regional Health Sciences Centre. Behind the scenes, the SDP works with regional hospitals through Privacy and Security remediation, providing presentations and engagement sessions to hospitals and other health care providers. A new Regional Privacy Working Group, created out of the NWHHA program, discusses other mutually shared privacy issues amongst its members.

The NWHHA is providing ConnectingOntario ClinicalViewer presentations and demonstrations to health service providers as they continue to reach out and engage with communities across the region. They are encouraging groups to host a presentation for their organization and are readily available to present the program.

Those interested are encouraged to contact Heidi Smith at the Northwest Health Alliance. More information on the program can be found online at www.nwha.ca/projects/coner/

How LHIN Leadership **Delivers Value**

What is North West Local Health Integration Network (LHIN)?

The North West LHIN is a non-profit organization established in June 2005. It is a crown agency that reports to the Ministry of Health and Long-Term Care and one of 14 LHINs in Ontario. The *Local Health System Integration Act, 2006 (Act)* and *Patients First Act, 2016*, delegate authority to LHINs to achieve an integrated health system and enable local communities to make decisions about their local health systems.

Extending from Hudson Bay in the North to the United States border in the south, and from the Manitoba border in the west to just short of White River in the east, the communities of the North West LHIN are spread across 458,010 square kilometres.

What is the role of the North West LHIN?

The North West LHIN is responsible for planning, funding and integrating local health services. With the advancement of the provincial Patients First strategy, the North West LHIN received a new mandate and accepted responsibility for the home and community care services and programs on June 21, 2017, that were formerly delivered by the North West Community Care Access Centre.

The North West LHIN and its Board of Directors are responsible for more than \$650 million of health care services delivered through LHIN-funded health service providers in Northwestern Ontario.

How is the North West LHIN making health care better?

The North West LHIN is responsible for managing the local health system to ensure that services are integrated and coordinated. It eases the flow of patients across the health care system and improve their access to services in their community. The North West LHIN also plans and allocates resources through an accountability framework to ensure better access to health care services.

LHINs bring about more community input into local health care decisions and improving health care experiences for patients in every part of the province.

What does the LHIN mean for patients?

Patients benefit from having health service decisions made by people locally, who understand the needs of the community and the people who live there.

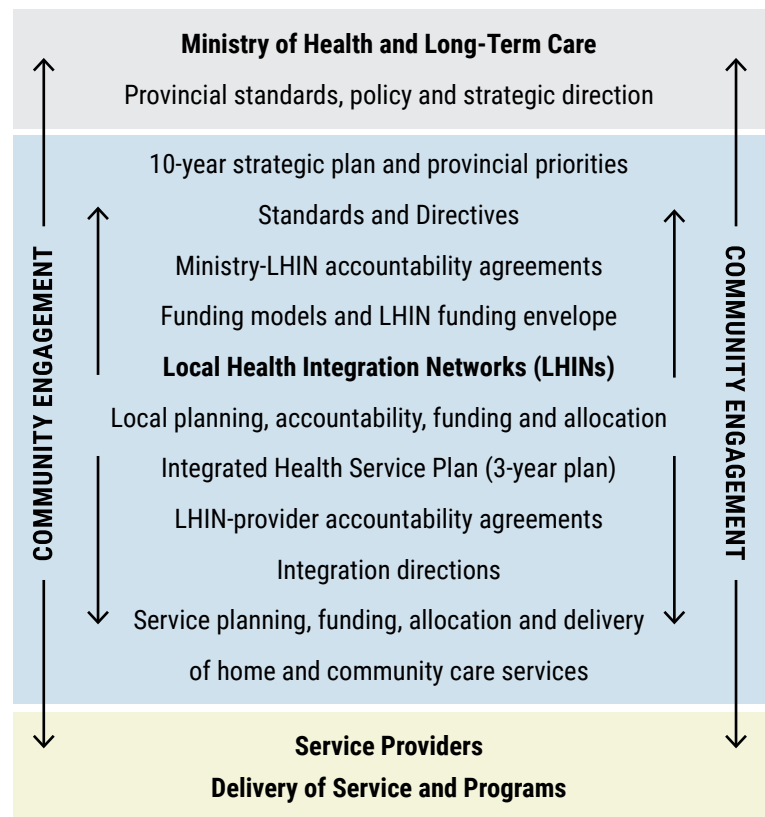
LHINs are specifically mandated to engage people and providers in their communities about their needs and priorities. They develop ways to improve access to health services, respond to concerns people have about those services and look for ways for service providers to improve the quality of care.

LHINs play an important role by ensuring that patients have better access to coordinated and integrated services through proper planning, and by building on the strength of local health organizations to improve communication among providers.

How are people in Northwestern Ontario involved in planning their health care?

The people in Northwestern Ontario, including LHIN-funded health service providers, have a voice in identifying the priorities for health care through community engagement activities. The North West LHIN then determines locally how to most effectively address the health of the population, improve access to care, improve the care experience and best use available resources to meet the health care needs of our

LEGISLATION - PRINCIPLES AND VALUES





The North West LHIN will begin preparation for the 5th Integrated Health Service Plan (2019-2022) in 2018. Watch for notices on how you can be engaged in helping to shape health in the Northwest region.

population. An evidence-based decision making and priority setting framework helps us ensure that the right decisions are made and there is value for the investments made.

What is the value of LHINs?

LHINs are the only organizations in Ontario that bring together health care partners from the following sectors – hospitals, community support service agencies, community mental health and addictions, community health centres and long-term care – to develop innovative, collaborative solutions leading to more timely access to high quality services for the residents of Ontario.

By supporting these important partnerships, the North West LHIN can ensure that people of this region have access to an effective and efficient health care system that delivers improved health care results and a better patient experience.

The North West LHIN focuses on population health planning at the local level to ensure that services reflect the unique needs of patients and communities to improve health outcomes for the people of Northwestern Ontario. Health system partners have been working in this way for many years in the Northwest as they have worked to advance the *Health Services Blueprint*, *Health Links* and many other initiatives that bring partners together, across sectors to focus on patient-centred care.

The North West LHIN also brings a consistent and unique local voice to the provincial planning table.

How does the North West LHIN report back to the government?

The North West LHIN has a formal accountability agreement with the Ministry of Health and Long-Term Care for funding of the local health system and a responsibility to report on its performance. In turn, the North West LHIN holds accountability agreements with hospitals, long-term care homes, community health centres, mental health and addictions agencies, and other community support services. To this end, health service providers are being held accountable for the taxpayer dollars they are given.

What is the relationship between the Ministry of Health and Long-Term Care, LHINs and health service providers?

The **Ministry of Health and Long-Term Care** plays a “stewardship” role in the health care system. They set provincial standards, policy, and provincial strategic directions. The Minister of Health and Long Term Care announced *Patients First: Action Plan for Health Care* in February 2015 which highlights four key priorities – **Access, Connect, Inform and Protect**. The *Patients First Act*, 2016, was passed on December 7, 2016, and was an important step forward in the *Patients First: Action Plan for Health Care*. The LHIN Board of Directors through extensive community engagement identifies local strategic directions, aligned with the provincial priorities and sets the course for the development of the region’s *Integrated Health Service Plan* (IHSP), which covers a 3 year period.

François Hastir Appointed to North West LHIN Board of Directors



The Lieutenant Governor in Council has issued an Order-in-Council for the appointment of François Hastir to the North West Local Health Integration Network's Board of Directors.

Appointed on August 31 for a three-year term, François brings with him a wealth of experience in both governance and management.

François Hastir first became involved in governance in 2010, when he took on the role of Secretary of the Board to his local consumer co-operative and soon thereafter was appointed President. As a result, François became involved in governance at the provincial level taking on the positions of Vice-president, then President, of the Fédération québécoise des coopératives en milieu scolaire (F.Q.C.M.S.), a member-driven federation of 60 consumer co-operatives across Quebec and Ontario worth more than \$135M in the retail and food sectors.

During his mandate, François prioritized the development of programs for youth directors involved with the co-operative and mutualist sector, as well as developing a sense of belonging among youth within the sector.

An up-and-coming professional, François Hastir has sat on a variety of local, provincial and national boards, for a variety of organizations, including private sector businesses and non-profit organizations. Previous governance positions held include: Treasurer for the Fondation pour l'éducation à la coopération et à la mutualité; Director for the Board of Fides Publishing; Director at the Sudbury Workers' Education and Advocacy Centre (SWEAC); and Director for the Sudbury Funeral Co-operative.

"We are delighted to welcome Mr. Hastir to the North West LHIN Board of Directors. François brings a unique skillset and experience to the Board, and the people of Northwestern Ontario will benefit from his

perspectives, particularly on language and culture," says Gil Labine, Chair, North West LHIN Board of Directors.

According to François, "as part of the francophone community in Northwestern Ontario, and as an employee of NOSM, I am aware of the numerous challenges and opportunities facing our region's health care system. I believe my experience and expertise will bring value to the Board and I look forward to working with such a distinguished team of Directors. It is my sincere hope that our Board will have a positive and lasting impact to improve access to health care in our region, particularly with regard to cultural and linguistic accommodation."

Governance-to-Governance

On November 30, 2017, the North West LHIN Board of Directors hosted a Governance-to-Governance session for provider Boards and senior leadership to share an update on the LHIN transition progress at the provincial and local levels, and share next steps in advancing the regional strategies related to *Patients First*. A total of 141 participants registered for the session which was conducted via webinar.

Participants were able to:

- Receive an update on *Patients First* transition and transformation planning at the provincial and local levels;
- Hear about the Minister of Health and Long-Term Care's Mandate Letter to the LHIN and implications for providers;
- Develop a better understanding of the Health Services Blueprint Implementation Plan; and
- Receive an update on Governance Leadership and high performing organizations.

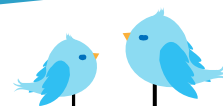


WORD ON THE

Thunder Bay Health Sciences Centre Ranks one of Top Research Hospital This year, Thunder Bay Regional Health Sciences Centre occupies the 38th position lakesuperior.news/Health/TBHSC-R... #LSN_Health @tbchamber @TBRHSF @TBDHealthUnit @NorthWestLHIN

TWEET

Congrats @windsurfdoc1 @NorthWestLHIN and @TBRHSC_NWO and team for a great project (& great looking poster!) #HQT2017 @criticalcareON



This is happening with mental health in some settings in @NorthWestLHIN. Thx Dr Jack Haggarty. @thenosm



Spent the day in Thunder Bay learning more about how @OTNtelemedicine, @TBRHSC_NWO & @NorthWestLHIN are improving regional patient care using #healthtech. Now off to Sioux Lookout #wishusluckonthisplane



Congratulations to Rhonda Crocker-Ellacott of @TBRHSC_NWO in the @NorthWestLHIN for her honour roll recognition! Well done!

Upcoming Events



DECEMBER 2017

North West LHIN Board of Directors Meeting	December 12
Small Hospital Integration Meeting	December 12
North West LHIN Office Closed	December 25 - 26

JANUARY 2018

Alzheimer's Disease Awareness Month	January
North West LHIN Office Closed	January 1
National Non-Smoking Week	January 15 - 21
North West LHIN Board Meeting	January 30

FEBRUARY 2018

Heart & Stroke Month	February
World Cancer Day	February 4

MARCH 2018

Kidney Month	March
Nutrition Month	March
Red Cross Month	March
Annual Diabetes Forum	March 2
International Women's Day	March 8
World Tuberculosis Day	March 24
North West LHIN Board Meeting	March 27

Follow us on Social!



Like us on Facebook

www.facebook.com/nwlhin



Follow us on Twitter

twitter.com/NorthWestLHIN



Connect on LinkedIn

[linkedin.com/NorthWestLHIN](https://linkedin.com/company/northwestlhinc)

Want to Stay Connected?

If you would like to receive our quarterly Lhinkages Newsletter, please send your email to:
nw.communications@lhins.on.ca

The North West LHIN engages people in Northwestern Ontario on an ongoing basis. We encourage you to share your ideas and feedback including how the North West LHIN can strengthen its connection to the people, families, and care providers across Northwestern Ontario. To share your comments, please email:



nw.communications@lhins.on.ca

If you would like to learn more, have comments on the content in this newsletter, or would like to share a story, please contact Petronilla Ndebele, Director, Communications and Engagement. We would like to hear from you!

Contact details:

Email: nw.communications@lhins.on.ca | Online: www.northwestlhinc.on.ca | Toll Free: 1-866-907-5446

North West LHIN documents can be made available in alternate formats to meet accessibility needs.

Please contact nw.communications@lhins.on.ca or toll free at 1 866-907-5446.