Overview of Motion 1b Collaborative Process

Rouge Valley Health System and The Scarborough Hospital

Motion 1b: Planning for Maternal, Child and Youth Services
Presented to the Central East Board February 25, 2015

The Scarborough Hospital

Presentation Summary

Rouge Valley HEALTH SYSTEM

- Review history, background and work to date on Maternal Child Youth services for the Scarborough Cluster
- Review 3 options generated for consideration by the Motion 1b collaborative
- TSH, RVHS Board recommendation to the Central East LHIN

The Scarborough Hospital

Background / History

Rouge Valley HEALTH SYSTEM

2009

Central East LHIN Clinical Services Plan Completed

2009-2013

Joint TSH/RVHS Committee explores opportunities for collaboration

Mar 2013

Central East LHIN passes Motion 1B directing development of an integrated service delivery model for maternal / child/ youth services

Jun 2013

TSH Expert Panel Meets and Provides Report

Amendment to the March Motion 1B to include the recommendations of the Expert Panel

Fall 2013

Maternal/ Child Workbook completed as part of merger planning exercise

Mar/Apr 2014

Merger discussions cease. TSH and RVHS submit joint plan to Central East LHIN for moving forward on integration opportunities and maternal/ child planning

Jun 2014

MCY Working Group Launched

Motion 1b Collaborative Guiding Principles

At the outset, senior leaders and board members from RVHS and TSH created a common set of principles to guide the process of addressing Motion 1b. These included:

- An ongoing commitment to integration of services and belief in the '*CASE for change*' to improve services for our communities through better **C**ollaboration, **A**ccessibility, **S**ustainability and **E**xcellence
- To build on and leverage the strong foundation created by the 2013 RVHS-TSH merger discussions and workbook process to enhance service delivery
- A commitment to continue active community engagement and participation in system redesign
- Maintain focus on opportunities that align with Central East LHIN priorities as identified in the 2009 Integrated Health Services Plan
- A commitment to working with each other as well as advancing broader health system transformation
- Acknowledgement of the significant change management challenges and a commitment to leverage our shared cultures of continuous improvement to mitigate risks that threaten timely and effective implementation of integration opportunities

The Scarborough Hospital

Motion 1b Timelines

Rouge Valley HEALTH SYSTEM

June 2014

Workshop 1

Creating Enablers of Success

July 2014

Development of supporting documents physician manpower plan, current state performance for volume and quality

July 2014

Engage Facilitation Support

Aug. 2014

Workshop 2

Linking with the CE LHIN MCY Ctte

Creating Criteria for Future State Scarborough Model

Sept. 2014

Workshop 3

Each organization develop and present options that meet the criteria

Oct. 2014

Workshop 4

Evaluate model options using CE LHIN criteria .

Jan. 2015

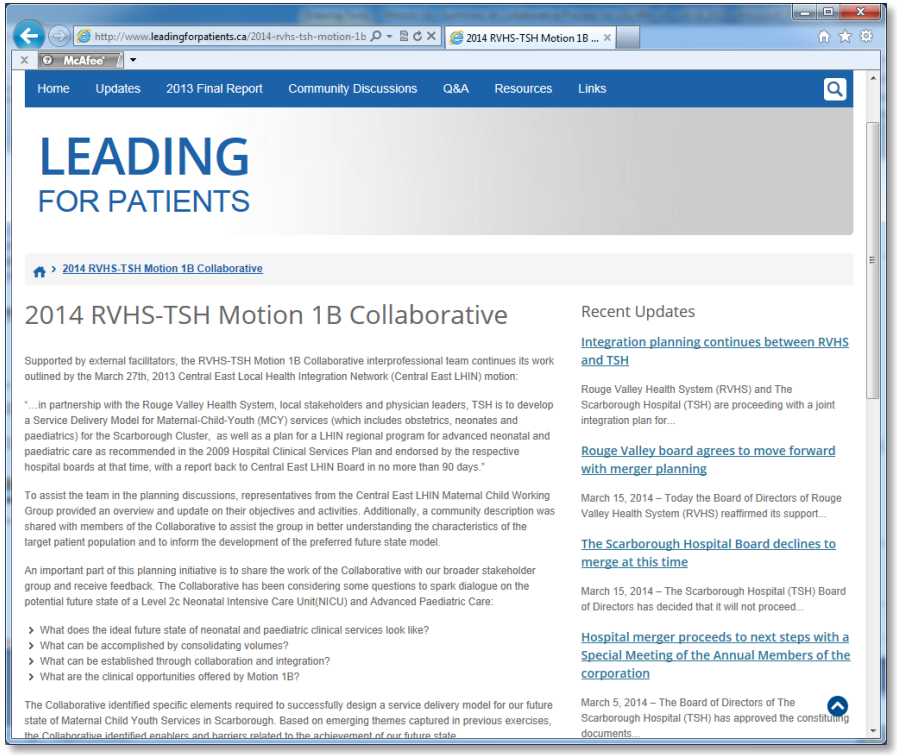
Develop Final Report with Recommend-ations.

Motion 1b Collaborative Working Group

- The Collaborative working group was composed of 17 stakeholders from each organization. The team was designed to ensure a balanced perspective across the Scarborough region and create linkages to the broader Central East region

- Membership was composed of:
  - Staff, physicians, and midwives from RVHS and TSH
  - Representation from the Central East LHIN
  - Representation from the Central East LHIN Maternal Child Working Group
  - Health system partners
  - Community members.

Communication about progress on Motion 1b



Transparency was maintained throughout the process by updating the 'Leading for Patients' website with updates and documents related to the Motion 1b Collaborative

RVHS-TSH Approach to Addressing Motion 1b

- The RVHS-TSH plan to address Motion 1b builds on several years of planning discussions including the extensive stakeholder engagement and consultation process that occurred in 2013

- In light of the scope, complexity and challenges involved in integrating neonatal, pediatric and maternal services a phased approach was adopted:

  Phase 1 – Creating the Enablers of Success

  Phase 2 – Designing the Model

  Phase 3 – Implementing the Model

  Phase 4 – Evaluating the Model

Overview of Motion 1b Collaborative Working Sessions

The Motion 1b Collaborative Group met four times. The key accomplishments included:

Session #1 June 18, 2014	Session #2 August 13, 2014	Session #3 September 13, 2014	Session #4 October 1, 2014
✓ Captured 'Voice of the Customer' ✓ Drafted New Vision Statement ✓ Identified Performance Indicators	✓ CELHIN MCY Working Group Update ✓ Defined the Future State ✓ Identified Design Considerations	✓ Presentation of RVHS and TSH proposed models ✓ Overview of Clinical Services ✓ Clinical Definitions and Gap Analysis ✓ Defined the Future State	✓ Reviewed Current State Data ✓ Reviewed Motion 1b Design Criteria ✓ Presentation of three RVHS and three TSH proposed models ✓ Reviewed Models against Motion 1b criteria

The Scarborough Hospital

LEADING FOR PATIENTS

Rouge Valley HEALTH SYSTEM

Service Delivery Models Considered

TSH Centre for Regional Advanced Neonatal and Pediatric Care

RVHS Centre for Regional Advanced Neonatal and Pediatric Care

Central East LHIN Integrated Regional Advanced Neonatal and Pediatric Program

Key Evaluation Criteria of Motion 1b Requirements

- ✓ Created Shared Vision for Service Delivery and Quality
- ✓ Identified Performance Metrics
- ✓ Completed TSH-RVHS Environmental Scan
- ✓ Completed TSH-RVHS Clinical Services Survey
- ✓ Completed TSH-RVHS Current State Overview
- ✓ Completed TSH-RVHS Physician and Midwifery Supply Report
- ✓ Created TSH-RVHS Motion 1b Design Criteria

CELHIN Decision Making Framework

- RVHS-TSH collaboratively identified twenty-four (24) separate Motion 1b specific design criteria that were built upon the Central East LHIN Decision Making Framework (below)

- Utilizing the Central East LHIN Expert Choice Survey Tool, the Collaborative members evaluated 2 TSH models and 1 RVHS model using the Motion 1b Design Criteria

System Alignment	• Alignment | Strategic Fit
System Performance	• Sustainability | Integration | Quality | Access
System Values	• Equity | Efficiency | Client Focused Innovation | Partnerships | Community Engagement
Population Health	• Health Status | Quality of Life | Health Promotion and Disease Prevention

Summary Motion 1b

- No consensus on model - After consideration of all work related to Motion 1B the two hospitals could not come to consensus on the preferred option for implementation

- Both organizations recognize the opportunity to improve access to Regional Advanced Pediatric and Neonatal care in Scarborough and the Central East LHIN.

- TSH, RVHS Boards approve separate and different recommendation to the Central East LHIN Board

The Scarborough Hospital

Our Vision

Rouge Valley HEALTH SYSTEM

"We will create a regional program of excellence, including advanced neonatal and paediatric care, renowned for delivering an integrated continuum of community and hospital services that exceeds expectations and delivers an outstanding patient and family experience. The system will continually evolve to use resources efficiently and effectively and instill confidence in our community to ensure that services are sustainable into the future."