

The Scarborough Hospital Strategic Plan Refresh

Central East LHIN Board of Directors
March 27, 2013

Context

- Today's fiscal environment presents a number of challenges for Central East LHIN health service providers.
- Transformation in healthcare is a challenge as hospitals respond to the introduction of a new funding model that moves Ontario's health care system away from the current global funding system towards what is known as Patient-Based Funding.
- In order to respond, The Scarborough Hospital initiated a Strategic Plan Refresh process. On March 5th, The Scarborough Hospital's Board of Directors passed a series of motions that would lead to changes in how services are delivered at its two campuses – Birchmount and General – and the divestment and/or transfer of some services to community based providers.

Recommendation

- For the past two weeks, LHIN staff has met with The Scarborough Hospital senior team to gain a greater understanding of the impact of the Board's decisions.
- As a result of this review, staff have determined that The Scarborough Hospital does not have the necessary elements to move forward with some of the TSH Board approved decisions.
- Staff is recommending that the Central East LHIN Board not approve any service changes proposed by The Scarborough Hospital in its Strategic Plan Refresh related to the consolidation of maternal newborn services or changes in surgical services.

Motion 1 of 3

Be it resolved, that the Central East LHIN Board of Directors, does not approve any service changes proposed by The Scarborough Hospital in its Strategic Plan Refresh related to the consolidation of maternal newborn services or changes in surgical services.

Further, the Central East LHIN Board requires that:

- **The Scarborough Hospital will convene a panel of physician and community leaders** to review the proposed vision of TSH – Birchmount as a Centre of Excellence in Maternal Newborn and Women’s Health and the proposed surgical models for the TSH-General and TSH-Birchmount sites. The panel’s report must address the concerns and risks that have been identified by stakeholders before moving forward with any implementation activities, with a report back to Central East LHIN Board in no more than 90 days.
- At the same time, in partnership with the Rouge Valley Health System, local stakeholders and physician leaders, **TSH is to develop a Service Delivery Model for Maternal-Child-Youth (MCY) services** (which includes obstetrics, neonates and paediatrics) for the Scarborough Cluster, as well as a plan for a LHIN regional program for advanced Neonatal and paediatric care as recommended in the 2009 Hospital Clinical Services Plan and endorsed by the respective hospital boards at that time, with a **report back to Central East LHIN Board in no more than 90 days.**
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Motion 1 of 3 (Cont'd from previous slide)

- The deliverables of this **Service Delivery Model for Maternal-Child-Youth (MCY) services** process will include:
 - Providing an **overview of the current state of Maternal-Child-Youth services** within the Scarborough Cluster;
 - Providing a **future state for an Integrated Maternal-Child-Youth Service Delivery Model** in the Scarborough Cluster that:
 - Informs siting and sizing of in-patient and out-patient programs and volumes;
 - Includes performance goals related to access and quality;
 - Details patient demographics and need for the next five-ten years, as well as physician supply;
 - Addresses hospital consultation and emergency services coverage;
 - Identifies opportunities for integration, innovation and practice changes;
 - Identifies risk and relevant mitigation strategies;
 - Demonstrates various options considered for the future state, and a preferred option using the Central East LHIN decision making framework and other relevant analysis;
 - Includes Stakeholder input and commitment;
 - Outlines an Action Plan to implement the future state.

Motion 2 of 3

- Be it resolved that the Central East LHIN Board of Directors requires that The Scarborough Hospital must submit to the Central East LHIN, any planned divestment or transfer of services to another health service provider as an integration, as defined by the *Local Health Services Integration Act, 2006*.
- Any integration must be submitted for the Central East LHIN's consideration before implementation and must demonstrate engagement with affected stakeholders.

Motion 3 of 3

Be it resolved that the Central East LHIN Board of Directors requires that effective immediately, The Scarborough Hospital will partner with Rouge Valley Health System in a facilitated integration planning process to design and implement a Scarborough Cluster hospital services delivery model through:

- Integration of front-line services;
- Back office functions; and
- Leadership and/or governance,

in order to improve client access to high quality services, create a readiness for future health system transformation and make the best use of the public's investment.

With input from its stakeholders, the hospitals will submit to the Central East LHIN, for its review, a directional plan in no more than 60 days. The proposed integration Plan will be submitted to the LHIN within six months.