

Central East LHIN Statement **The Scarborough Hospital – Strategic Plan Refresh Process**

March 27, 2013

The Board of Directors and staff of the Central East LHIN continue to be committed to the LHIN organization's mission to lead the creation of a sustainable health care system that ensures better health, better care and better value for money.

As has been stated numerous times, the LHIN applauds the efforts of health care service providers in exploring opportunities to improve patient care, generate efficiencies and ensure the sustainability of the public health care system.

Since its inception in 2006, the LHIN organization has worked with health care providers – their boards, senior leaders, physicians, front line staff, volunteers, clients, residents, patients and their caregivers – on engaging the community, planning for improvements, tracking performance, flowing funding based on annual accountability agreements and supporting integration activities.

Today's fiscal environment presents a number of challenges for Central East LHIN health service providers as they strive to safely deliver high quality, accessible services to the residents of the Central East region. It is recognized that transformation in health care 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.

Under the government's Excellent Care for All Act, LHINs are working with providers to support evidence-based care, to foster joint accountability and to drive integration to achieve a patient-centred system that improves health outcomes and sustainability. Hospitals, and in fact all health care service providers, are having to make hard decisions about what services they will continue to deliver and which can be safely transferred or divested to an alternate provider.

Over the past four years, The Scarborough Hospital, in commissioned reports and in consultation with internal staff and other providers, has identified a number of possible efficiency and integration opportunities. Much of this historical work – the 2011 Clinical Action Plan and the 2012 Maternal Newborn Child Care report – was included in the hospital's latest Strategic Plan Refresh (SPR) process.

On March 5, 2013, after conducting a two-phase Community Engagement process as part of the SPR process, 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.

On March 6th, MPPs Soo Wong and Bas Balkissoon, after hearing from their constituents, released a statement asking for more public consultation on the decisions made by TSH's Board and on March 7th, the Minister of Health and Long-Term Care, agreed that a further review of the hospital's proposed changes should be carried out.

For the past two weeks, LHIN staff has met with The Scarborough Hospital's senior team to gain a greater understanding of the impact of the Board's decision, specifically as they relate to the impact on the overall health care system and the LHIN's strategic directions of transformational leadership, quality and safety, service and system integration and fiscal responsibility.

During this time the LHIN has been reminded of the caution it offered to TSH in March of last year of being transparent and ensuring that stakeholders have a clear understanding of the benefits of the activity being considered.

Today, at their monthly open board meeting, the Board of the Central East LHIN received a presentation from the leadership of The Scarborough Hospital, which provided an update on TSH's Strategic Plan Refresh process and next steps. Additionally, a group of physicians from TSH spoke as a delegation outlining their concerns with the decisions taken by the TSH Board at their March 5th meeting and presented a petition signed by 301 TSH physicians rejecting the decisions.

It is apparent, from the documents provided by the hospital to the LHIN, the absence of any detailed implementation planning and the lack of support evidenced in correspondence that the LHIN has received from hospital and community physicians, community leaders and elected officials, that TSH does not have the necessary elements to move forward with some of the TSH Board approved decisions included in its Strategic Plan Refresh.

Therefore, at today's board meeting, the Central East LHIN Board of Directors did 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.

In moving forward, the Central East LHIN Board requires The Scarborough Hospital to do the following:

- TSH 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 the 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 the Central East LHIN Board in no more than 90 days.

- TSH must also submit to the LHIN, any planned divestment or transfer of services to another health service provider as an integration, as defined by LHSIA. Any integration must be submitted for the LHIN's consideration before implementation and must demonstrate engagement with affected stakeholders.
- 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, leadership and/or governance in order to improve client access to high-quality services, create 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 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.
- And, TSH leadership will meet with the LHIN to review any additional items contained in their 2013/14 Hospital Accountability Planning submission to receive LHIN confirmation on which specific strategies/initiatives they may begin to implement.

For more information, please contact:
Katie Cronin-Wood
Communications Lead, Central East LHIN
905-427-5497 ext. 218
Katie.croninwood@lhins.on.ca