SCOPE OF
CLINICAL SERVICES

Citizens’ Advisory Panel
November 7, 2009
UNIQUENESS OF THE HEALTH SECTOR

• Relationship with patient must be based on trust, be personal and intimate yet professional and objective
• Decision making about patient care is complex
• New technology – benefits are not always proven
• Consequences of errors in decision making are serious and may result in injury/death
• Autonomous professional workforce is challenging to manage
• External environment is complex and uncertain
• Shifting expectations

INDIVIDUALS AND FAMILIES
- Healthy Public Policy
- Supportive Environments
- Community Action

HEALTH CARE ORGANIZATIONS
- Personal Skills & Self-Management Support
- Provider Decision Support
- Information Systems

HEALTH DELIVERY SYSTEM DESIGN
- Access
- Flow Through the System
- Continuum of Care

Improved clinical, functional and population health outcomes

Community

Productive interactions and relationships

Activated communities & prepared, proactive community partners
Informed, activated individuals & families
Prepared, proactive practice teams

MoHLTC CDPM Model

Improved clinical, functional and population health outcomes

Healthy Public Policy

Supportive Environments

Community Action

Community Action

Healthy Public Policy

Supportive Environments

Community Action

Community Action

Healthy Public Policy

Supportive Environments

Community Action
HEALTH DELIVERY SYSTEM DESIGN

WAIT TIMES

<table>
<thead>
<tr>
<th>WAIT TIME</th>
<th>NHH Q2</th>
<th>PROVINCE Q2</th>
<th>TARGET Q2</th>
</tr>
</thead>
<tbody>
<tr>
<td>ED Minor</td>
<td>4.2 (Q1)</td>
<td>4.8</td>
<td>4.0</td>
</tr>
<tr>
<td>ED Complex</td>
<td>7.7 (Q1)</td>
<td>12.3</td>
<td>8.0</td>
</tr>
<tr>
<td>CT</td>
<td>22</td>
<td>51</td>
<td>28</td>
</tr>
<tr>
<td>MRI</td>
<td>57</td>
<td>109</td>
<td>28</td>
</tr>
<tr>
<td>General Surgery</td>
<td>52</td>
<td>104</td>
<td>182</td>
</tr>
<tr>
<td>Cancer Surgery</td>
<td>88</td>
<td>62</td>
<td>84</td>
</tr>
<tr>
<td>Cataract</td>
<td>78</td>
<td>107</td>
<td>182</td>
</tr>
</tbody>
</table>
**ALC RATES**

![ALC Rates Chart]

**SYSTEM DESIGN**

![System Design Diagram]
**SCOPE OF SERVICES**

**ACUTE CARE**
- Emergency/Fast Track
- Intensive Care Unit
- Medicine/Surgical Inpatient
- Surgical Services
- Maternal Child Care
- Diagnostic Imaging

**POST ACUTE CARE**
- Palliative Care
- Complex Continuing Care
- Interim Long Term Care
- Inpatient Rehabilitation

**OUTPATIENT**
- Ambulatory Care
- Outpatient Rehabilitation
- Satellite Chemotherapy Clinic
- Satellite Dialysis Clinic
- Community Mental Health
- Diabetes Complication Prevention Strategy Clinic

**NUMBER OF BEDS**

<table>
<thead>
<tr>
<th>PATIENT CARE UNIT</th>
<th># BEDS</th>
<th>OCCUPANCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intensive Care Unit</td>
<td>6</td>
<td>58%</td>
</tr>
<tr>
<td>Medical/Surgical</td>
<td>54 + 2</td>
<td>94%</td>
</tr>
<tr>
<td>Maternal Child Care</td>
<td>6</td>
<td>63%</td>
</tr>
<tr>
<td>Complex Care</td>
<td>7</td>
<td>100%</td>
</tr>
<tr>
<td>Long Term Care</td>
<td>11</td>
<td>99%</td>
</tr>
<tr>
<td>Inpatient Rehabilitation</td>
<td>18</td>
<td>92%</td>
</tr>
<tr>
<td>Palliative Care</td>
<td>6</td>
<td>100%</td>
</tr>
</tbody>
</table>
## VOLUMES
### ACUTE CARE

<table>
<thead>
<tr>
<th>VOLUMES</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EMERGENCY/FAST TRACK</strong></td>
<td>32,581 Visits</td>
</tr>
<tr>
<td><strong>INTENSIVE CARE UNIT</strong></td>
<td>1,281 Patient Days</td>
</tr>
</tbody>
</table>
| **MEDICINE/SURGICAL INPATIENT** | 18,856 Patient Days Adult  
|                             | 183 Patient Days – Paediatric |
| **SURGICAL SERVICES**       | 4,998 Cases   |
| **MATERNAL CHILD CARE**     | 626 Births    |
| **DIAGNOSTIC IMAGING**      | 56,618 Exams  |

## VOLUMES
### POST ACUTE CARE

<table>
<thead>
<tr>
<th>VOLUMES</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PALLIATIVE CARE</strong></td>
<td>2,190 Patient Days</td>
</tr>
<tr>
<td><strong>COMPLEX CONTINUING CARE</strong></td>
<td>2,555 Patient Days</td>
</tr>
<tr>
<td><strong>INTERIM LONG TERM CARE</strong></td>
<td>3,975 Patient Days</td>
</tr>
<tr>
<td><strong>INPATIENT REHABILITATION</strong></td>
<td>6,044 Patient Days</td>
</tr>
</tbody>
</table>
## Volumes Outpatient

<table>
<thead>
<tr>
<th>Service</th>
<th>Volumes</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMBULATORY CARE</td>
<td>14,176 Visits</td>
</tr>
<tr>
<td>OUTPATIENT REHAB</td>
<td>5,508 Attendance Days</td>
</tr>
<tr>
<td>SATELLITE CHEMOTHERAPY</td>
<td>1,000 Chemotherapy Visits</td>
</tr>
<tr>
<td></td>
<td>1,676 Haematology Visits</td>
</tr>
<tr>
<td>SATELLITE DIALYSIS CLINIC</td>
<td>7,410 Treatments</td>
</tr>
<tr>
<td>COMMUNITY MENTAL HEALTH</td>
<td>14,453 Face to face visits</td>
</tr>
<tr>
<td></td>
<td>4,300 Telephone visits</td>
</tr>
<tr>
<td>DIABETES CLINIC</td>
<td>2,440 Visits</td>
</tr>
</tbody>
</table>

## The Health Care Team

[Image of healthcare professionals]
THE HEALTH CARE TEAM

PHYSICIANS AT NHH

• Family Practice Physicians
• General Surgeons
• Anaesthesiologists
• Obstetricians
• Gynaecologists
• Midwives
• Internal Medicine Specialist
• Radiologists
• Ophthalmologist
• Psychiatrists
• Psychologists

EXTERNAL PHYSICIAN CONSULTANTS

• Pathologist
• Cardiologist
• Paediatrician
• Rheumatologist
• Orthopaedic Surgeon
• Nephrologist
• Oncologists
• Urologist

HEALTH CARE TEAM MEMBERS AT NHH

• Registered Nurses
• Registered Practical Nurses
• Geriatric Emergency Management Nurse
• Crisis Intervention Worker
• Certified Diabetes Educator
• Pharmacist
• Occupational Therapist
• Physiotherapist
• Dietitian
• Social Worker
• Speech Language Therapist
• Respiratory Technologist
• Discharge Planner
• Medical Radiation Technologist
• Mammography Technologist
• Ultrasound Sonographer
• Laboratory Technician

KEY EXTERNAL INTERDEPENDANCIES

• Regional Dialysis Program
  – PRHC Nephrologists
  – Vascular Surgery
  – Vascular Access RN
• Same Day Procedures
  – Endoscopic procedures
  – Angiograms
  – Pacemaker insertions
  – Follow up visits to orthopedic clinic
• Regional Stroke Center
• Pathology Services
• Rheumatology
• Orthopedics
• Pediatrics
### KEY EXTERNAL INTERDEPENDENCIES

<table>
<thead>
<tr>
<th>HEALTH CARE PROVIDER</th>
<th>SERVICES PROVIDED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lakeridge Health Corporation</td>
<td>Cancer Services - Cancer Center of South Eastern Ontario</td>
</tr>
<tr>
<td>Kingston General Hospital</td>
<td></td>
</tr>
<tr>
<td>Markham Stouffville Hospital</td>
<td>Infant hearing-screening program</td>
</tr>
</tbody>
</table>

### TYPES OF HOSPITALS

- **Academic/Tertiary**
  - Fully Affiliated
  - Affiliation Agreement with University that has a Faculty of Medicine
  - All Medical Staff must hold academic appointment (some exceptions)
- **Community/semi-affiliated**
- **Community**
- **Rural/Northern/Small**
- **Specialty (e.g., Mental Health, Children’s)**
- **Chronic Care (7 beds)**
- **Rehabilitation (18 beds)**
- **Long Term Care Facilities (11 beds)**
- **Single Site/Multi Site**
- **Denominational or ‘sponsored’ hospitals**
CONTINUUM OF CARE
THE SURGICAL PATH

OUR OR TEAM
THE SURGICAL PATH

DISCHARGE DESTINATIONS
- Home
- Home with CCAC
- Home with Home at Last Support
- Long Term Care Home
- Retirement Home

POST ACUTE CARE
- Palliative Care
- Inpatient Rehabilitation
- Complex Continuing Care
- Interim Long Term Care
- Outpatient Rehabilitation
- Diabetes Clinic
- Ambulatory Care Clinic

Internal Interdependencies
- Diagnostic Imaging
- Laboratory Services
- Anaesthesia Services
- ICU
- Respiratory Therapy
- Pharmacy

External Interdependencies
- PRHC Pathology
- Critical/Ornge/EMS
- CCAC
- Northumberland Community Care
- Kawartha Cardiology Clinic

Other Health Service Providers
- PRHC
- KGH
- LHC
- RMH
- CMH
- QHC
- TSH
- RVH
- Toronto Hospitals

OUR SURGICAL TEAM
CONTINUUM OF CARE
THE MEDICAL PATH
THE MEDICAL PATH

Internal Interdependencies
- Diagnostic Imaging
- Laboratory Services
- Anaesthesia Services
- ICU
- Respiratory Therapy
- Pharmacy

External Interdependencies
- Critical/Omega/EMS
- CCAC
- Northumberland Community Care
- Kawartha Cardiology Clinic

Other Health Service Providers
- PRHC
- KH
- RMH
- CMH
- GHC
- TSH
- RVH
- Toronto Hospitals

POST ACUTE CARE
- Palliative Care
- Inpatient Rehabilitation
- Complex Continuing Care
- Interim Long Term Care
- Outpatient Rehabilitation
- Diabetes Clinic
- Ambulatory Care Clinic

Discharge Destinations
- Home
- Home with CCAC
- Home with Home at Last Support
- Long Term Care Home
- Retirement Home

KEY CHALLENGES

EMERGENCY DEPARTMENT
- Interim Chief/Medical Director – actively recruiting
- High dependence on temporary locum physician coverage from Health Force Ontario and MedEmerg Inc.

INTENSIVE CARE UNIT
- Closed Unit – Medical care provided by 2 part time Medical Internists and GP’s
CONTINUUM OF CARE

THE MATERNAL CHILD PATH

Internal Interdependencies
- Diagnostic Imaging
- Laboratory Services
- Surgical Services
- Anaesthesia Services
- Ambulatory Care
- Emergency Department
- Gynaecology
- Respiratory Therapy
- Pharmacy

External Interdependencies
- PRHC Pathology
- Critical/Ornge/EMS
- CCAC
- HKPR District Health Unit
- Markham Stouffville Hospital

Other Health Service Providers
- PRHC
- LHC
- QHC
- Belleville General
- TSH
- RVH
- Hospital for Sick Children

Discharge Destinations
- Home
- Home with CCAC

Elective Admission
- LDRP Level I
- PRHC Level II

SURGICAL SUITES
- Emergency Admission
- Home
- Home with CCAC
KEY CHALLENGES

MATERNAL CHILD CARE SERVICE

- Unique medical model of care
- Itinerate Pediatrician – PRHC

<table>
<thead>
<tr>
<th>CARE PROVIDER</th>
<th>NHH</th>
<th>PROVINCIAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Obstetrician</td>
<td>33%</td>
<td>80%</td>
</tr>
<tr>
<td>Midwives</td>
<td>15%</td>
<td>4%</td>
</tr>
<tr>
<td>Family Physicians</td>
<td>50%</td>
<td>9%</td>
</tr>
</tbody>
</table>

REVIEW OF NORTHUMBERLAND HILLS HOSPITAL

SERVICE DATA SHEETS
Ambulatory Care
- Population
- Service
- Health Care Team
- Interdependencies with:
  - Other Programs
  - Internal Health Service Providers (HSP)
  - External Health Service Providers (HSP)
  - Resources
- Other Health Service Providers
- Other Relevant Information
- Patient Activity Indicators
- Financial Overview
- Other Funding/Revenue Information

QUESTIONS