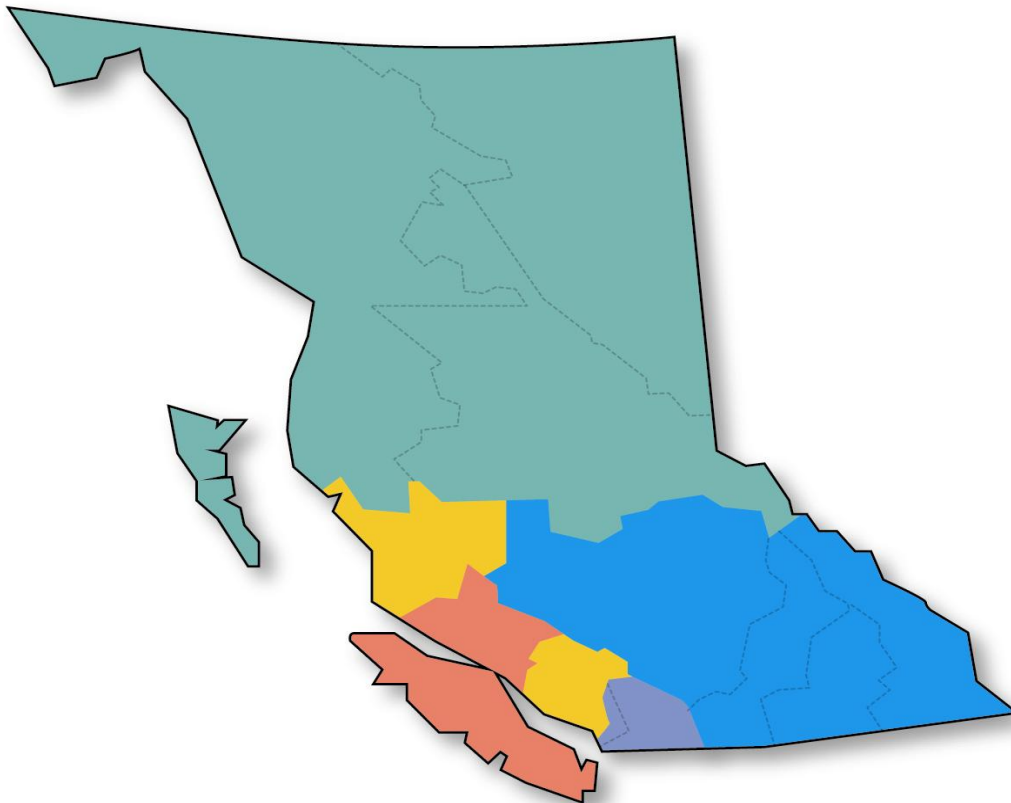


September 2005

**Health Authority
Redesign Accomplishments
A Four-Year Picture**

Provincial Health Services



*Province-wide solutions.
Better health.*

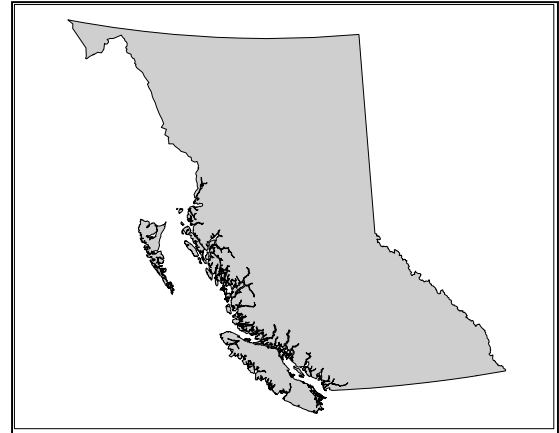


PROVINCIAL HEALTH SERVICES AUTHORITY

Health Service Redesign

British Columbia is planning a health care system where high quality health care is available to everyone – where services are sustainable, timely and affordable, for today and future generations.

Since 2002, when government streamlined 52 health regions with competing or overlapping mandates into six health authorities, the province has been able maximize the resources it can invest in direct patient care. Five regional health authorities now have responsibility for planning and delivering local health services, such as public health, mental health, residential, home and hospital care. The Provincial Health Services Authority oversees provincial and highly-specialized health services, such as the BC Cancer Agency.



A strong economy and sound fiscal management have enabled the province to increase health care spending by \$3.8 billion between 2001 and 2007. Strategic investments, based on best practices and innovative approaches to local challenges, are improving health authorities' ability to respond to patients' needs. As British Columbia moves forward into the 21st century, lifestyle choices – in nutrition, physical activity, non-smoking and responsible use of alcohol – will be the foundation of keeping our population healthy and our health care system sustainable.

Provincial Health Services Authority

The Provincial Health Services Authority (PHSA) is one of six B.C. health authorities established in December 2001. The first organization of its kind in Canada, the PHSA works with the five regional health authorities to meet local and provincial needs. The PHSA provides a strategic and organizational framework to ensure effective and high quality delivery of specialized services and selected provincewide programs. As a provincial authority, the PHSA is responsible for serving a subset of B.C.'s estimated population of 4,185,004 million.¹

The PHSA manages the following provincial agencies:

- BC Cancer Agency (BCCA)
- BC Centre for Disease Control (BCCDC)
- BC Children's Hospital and Sunny Hill Health Centre (BCCH)
- BC Mental Health and Addiction Services:
 - Riverview Hospital (RVH)
 - Forensic Psychiatric Services (FPS)
 - child and adolescent mental health services (offered at BC Children's Hospital)
- BC Provincial Renal Agency (BCPRA)
- BC Transplant Society (BCTS)
- BC Women's Hospital & Health Centre (BCWH)
- PHSA Cardiac Services

¹ BC Vital STATS, B.C. Ministry of Management Services, PEOPLE 29 (July 1, 2004).

The PHSA plans and, in some cases, provides direct funding for specialized health services. Provincewide programs and services co-ordinated by the PHSA include:

- thoracic surgery;
- trauma services;
- provincial telehealth; and
- Centre for Excellence in HIV/AIDS.

The PHSA is now responsible for leading priority, system improvement projects. Projects currently underway include:

- provincial emergency services project;
- provincial surgical services project; and
- Riverview Hospital redevelopment project.

Acute Care Services

Accomplishments since 2001 include:

BC Cancer Agency

- Opened \$88 million research facility to house eight BCCA research departments to address key issues in cancer control. The building's 231,000 square feet has the capacity for up to 600 scientific and medical personnel.
- Invested \$11.5 million in a PET/CT scanner and radiopharmaceutical and cyclotron lab at the BCCA's Vancouver Centre.
- Installed a new MRI at the BCCA's Vancouver Centre in 2001/02.
- Increased annual oncology drug budget, permitting essential new drug programs: \$57.3 million (2002/03), \$62 million (2003/04), \$74.5 million (2004/05).
- Developed tumour site groups as part of the surgical oncology network. The tumour site groups develop, distribute and evaluate use of surgical oncology clinical practice guidelines, which result in reduced variation in treatment and improved access and outcomes.
- Monitoring cancer wait times to ensure patients' cancers are treated as early as possible to achieve the best possible outcomes. The BCCA achieved its 2004/05 performance targets for radiation therapy (90 per cent of patients began treatment within four weeks of being ready to treat).
- Invested an additional \$20 million in 2004/05 to increase radiation therapy capacity. Funding is being used in part to purchase new and replacement radiation therapy equipment. Investments include: two replacement linear accelerators and a replacement CT simulator for the Fraser Valley Centre and three linear accelerators (two new/one replacement) for the Vancouver Centre.
- Invested an additional \$1.75 million to increase the number of screening mammograms in 2005/06 by 25,000, for a total of 257,000. In 2004/05, the BCCA's screening mammography program conducted approximately 235,000 mammograms (the annual target was 232,000). BCCA is working to further increase the number of eligible women who regularly have screening mammograms.
- Began operations for a tumour tissue repository (TTR) on Vancouver Island in 2003/04. TTR represents a new research resource to help predict, prevent and treat cancer. It allows for tissue and blood storage, information and analysis. The BCCA will partner with other health regions to expand TTR operations provincially.
- Developing, with Northern Health and the University of Northern British Columbia, a joint cancer care strategy to improve access and cancer survival outcomes for northern residents.

BC Centre for Disease Control

- Expanded the provincial vaccine program to include infant pneumonia, meningitis, whooping cough and chicken pox through new funding from the Ministry of Health and federal government.
- In collaboration with health authorities, five regional demonstration sites have reduced the wait time for rural hepatitis C virus assessment by nearly half, to seven weeks. PHSA introduced measures that have significantly reduced rates of hepatitis A and B throughout the province.
- With regional health authorities, began implementation of hepatitis B immunization programs, resulting in a significant reduction of acute cases. Infant and school-based immunization programs for hepatitis B have reduced acute hepatitis B infection in children to almost zero.
- With regional health authorities, reduced TB rates in Vancouver's downtown eastside from 80 per 100,000 residents to 38 per 100,000 in 2003.
- The provincial public health information system, a client health record and reporting system for public health providers, is now web based. Residents are now able to receive communicable disease services at any health authority office, regardless of where care was last provided. Public health providers now have access to historical patient information and records at any health authority site.
- Implemented and supervised enhanced surveillance for avian influenza during an outbreak in spring 2004. Surveillance refers to watching for signs that a virus is present or is spreading.
- Co-ordinated annual provincial surveillance and testing programs and communications strategy for West Nile Virus in birds, mosquitoes and humans.
- Played a key role in alerting the world to the global spread of the SARS virus and was first to sequence (find the unique genetic blueprint for) the SARS coronavirus. Worked on rapid development diagnostics and spawned the SARS accelerated vaccine initiative, which led to rapid development of three potential vaccines inside eight months.
- Brought in measures to make HIV reportable. Formalized tracing of people who had contacts with patients with HIV, resulting in an increase in detected cases and ensuring better identification and treatment of people with the communicable disease.
- Expanded the VIRAP viral respiratory rapid testing centre model throughout B.C. to diagnose influenza, respiratory syncytial virus and other respiratory viruses, such as SARS. VIRAP is a process that helps physicians obtain an accurate diagnosis of viral and other respiratory infections in as little as four hours.
- Integrated the former Ministry of Health Drug and Poison Information Centre and environmental toxicology, food protection services and radiation protection services into BCCDC's operations. BCCDC will establish a program of environmental health services and build on the centre's provincial disease control expertise and emergency preparedness and response capability.
- Received funding from the Public Health Agency of Canada to situate the National Collaborating Centre in Environmental Health at BCCDC.

BC Provincial Renal Agency

- Launched the first program in Canada to co-ordinate independent dialysis on a provincewide basis and to offer patients the options of peritoneal dialysis, home-based hemodialysis or self-care hemodialysis in a hospital or community unit. Independent dialysis provides significant health benefits to patients at a lower cost to the health care system. The agency is on track for achieving \$1 million in savings in 2004/05 and annually.
- In collaboration with regional health authorities, the agency is managing the growth of renal disease through best practices and by facilitating the opening or expansion of dialysis centres across the province.
- New or expanded centres are now operating in or being planned for the following facilities:
 - Royal Jubilee Hospital (Vancouver Island Health Authority)
 - Nanaimo Community Unit (Vancouver Island Health Authority)
 - Northshore Community Clinic (Vancouver Coastal Health)
 - Richmond Community Unit (Vancouver Coastal Health)
 - Powell River Community Unit (Vancouver Coastal Health)
 - Squamish Community Unit (Vancouver Coastal Health)
 - Vernon Community Unit (Interior Health)
 - Sparwood-Elk Valley (Interior Health)

- Abbotsford Community Dialysis Unit (Fraser Health)
 - Creston Community Unit (Interior Health)
 - Kelowna General Hospital (Interior Health)
 - Penticton Regional Hospital (Interior Health)
 - Prince George Regional Hospital (Northern Health)
 - Surrey Memorial Hospital and Community Health Unit (Fraser Health)
 - Terrace Community Unit (Northern Health)
 - Vancouver General Hospital (Vancouver Coastal Health)
 - Royal Columbian Hospital (Fraser Health)
 - Williams Lake Hemodialysis Unit (Interior Health)
- The agency is working on a chronic kidney disease initiative to improve patient identification, evaluation and management through:
 - standardized laboratory testing;
 - new clinical practice guidelines for physicians;
 - patient self-management support; and
 - development of best practice networks.

BC Transplant Society

- Registered the 500,000th British Columbian on the organ donor registry (end of 2004). The society had 30,000 new registrants in 2004.
- Performed the first two living, anonymous donor transplants in Canada (2004). The transplants are the culmination of four years of comprehensive research into the practical and ethical implications of donating a kidney, while alive, to a stranger.
- With the help of PHSA's Provincial Language Services Program, developed new materials targeted at the South Asian and Chinese communities. A new ethnic outreach co-ordinator was hired in 2005 to develop a communications and marketing plan to increase awareness of organ donation and transplantation in the South Asian community.
- Developed new transplant guidelines for HIV-positive patients. The first HIV-positive patient received a kidney transplant in 2005.
- Partnered, through the BC Transplant Research Institute, in a \$9.1 million study, *Better Biomarkers of Acute and Chronic Allograft Rejection*. Understanding the different responses patients have to immunosuppressive therapy will help physicians and nurses balance the necessity of the therapy with its possible side effects. Personalized immunosuppressant therapy will not only alleviate patient discomfort and undesirable side effects, but also reduce the enormous economic burden of over prescribing immunosuppressive drugs. Being able to monitor and predict rejection using a simple blood test will significantly reduce intrusive and expensive diagnostic procedures.
- Established a new islet cell transplant program in 2003. The goal of the program is to reverse, retard or prevent long-term complications from diabetes by enabling diabetics to live insulin free.
- Introduced, through the provincial kidney transplant program, laparoscopic nephrectomies, a minimally-invasive surgical option of kidney removal at the St. Paul's Hospital program for all living donors who are assessed as being suitable for the procedure. The society began offering the program in 2004.

BC Children's Hospital

- Opened a new ambulatory care building, housing more than 30 pediatric and surgical clinics.
- Focused on service consolidation in 2002/03 to improve efficiency and effectiveness and opened two newly-renovated inpatient units.
- A donation to the BCCH Foundation by the BC Mining Association funded a newly-renovated Children's Heart Centre, which opened in 2004 to provide integrated cardiac care for children across B.C.
- Through increased 2003/04 Ministry of Health funding for children with complex disabilities, assisted more children to receive services such as cochlear implant surgery.
- In partnership with other health authorities, BC Children's Hospital and Sunny Hill Health Centre established the BC Autism Assessment Network.

- Increased investments in telehealth technology enhanced rural residents' access to specialists.
- A new CT scanner was installed in 2000/01.
- A new MRI scanner replaced aging equipment in 2004/05.
- A \$6 million donation to BCCH Foundation by Vancouver businessman Djavid Mowafaghian will allow BC Children's Hospital to renovate space for an oncology outpatient program, audiology, rehabilitation (occupational and physical therapy), sedation, EEG, allergy clinic, respiratory clinic, pulmonary function lab and diagnostic echocardiography.
- BC Children's Hospital has established a child health services network, with membership from all health authorities. The network is designed to improve health status and outcomes for children and youth by addressing access to appropriate care, ensuring quality care and improving service co-ordination. The child health services network includes the pediatric oncology/hematology network, a partnership of BCCH and the BC Cancer Agency.
- The founding partner of Western Canadian children's heart network focuses on children with heart conditions and operates across four western provinces to improve access to services for children and families.

BC Women's Hospital & Health Centre

- Opened Fir Square combined care unit for women, providing care for addicted mothers and newborns (2002/03).
- Completed two consolidation projects, resulting in improved services (2003/04). The renovated special care nursery has increased the number of isolation rooms and improved spaces for patients' families. In the labour delivery room area, surgical daycare preparation and the operation rooms were consolidated with post anesthetic care, improving patient flow and nursing coverage.
- Completed and presented the plan for a provincial specialized perinatal services program. Implementation projects are underway, addressing areas such as utilization, human resources and transportation.
- Developed the South Community Birth Program, where women living in Vancouver, particularly recent immigrants, learn to care for themselves during pregnancy and for their newborn babies. This is a primary health care transition project, developed in partnership with Vancouver Coastal Health.
- Partnered with Northern Health on a primary health care transition project to develop a primary care network of community health nurses. The goal is to enhance women's access to primary care services, such as cervical and breast cancer screening, and other health services in rural, northern communities.
- Established the Women's Health Research Institute. BC Women's Hospital has developed a 10-year vision for strengthening women's health research in B.C. The vision outlines a unique, women-centred, strategic approach to accelerating the development and transition of knowledge to ensure B.C.'s health system meets the needs of women. The recently-formed Women's Health Research Institute will make the vision reality by supporting clinicians, policy makers, health planners, women's groups and women across the province.
- Completed the maternity care enhancement plan for the Ministry of Health and regional health authorities. An implementation plan is being developed.
- Worked in partnership with LU'MA Native Housing to develop and open the First Nations patient lodge in Vancouver.
- Completed the provincial women's health strategy, *Advancing the Health of Girls and Women*, and distributed guidelines to support health care practitioners in identifying and caring for women at risk for postpartum depression. A Provincial Women's Health Network has now been established.
- Supported the startup of a physiotherapist-led continence clinic in Prince George.
- Developed provincial standards for provision of reproductive health services across the province.
- Developed Canada's first cancer screening clinic for women with disabilities.
- Expanding single-room maternity care to include nine additional rooms that will enable women to labour, deliver and recover in one room.

Provincial Cardiac Services Program

- PHSA Cardiac Services was created to improve the provincial planning and co-ordination of cardiac services.
- 2003/04 activities included the development of infrastructure and building of stakeholder partnerships.
- Additional funding in the amount of \$5 million has been dedicated to improving cardiac care. This represents a five per cent increase in open heart surgeries and the purchase of hundreds of medical devices (stents) used to hold open blocked arteries.
- Successful completion of 2004/05 initiatives will improve PHSA's capacity to more effectively plan, monitor and assess cardiac services provincewide.

Provincial Emergency Services Project

- The provincial emergency services project was launched in November 2002 as a collaborative, provincewide approach to improve access to and the effectiveness of B.C.'s emergency health services system. The project's purpose is two-fold:
 1. Ensure consistent, integrated planning and development of services that form a co-ordinated and streamlined network of emergency care.
 2. Develop and implement provincewide system improvements in emergency care services.
- Initiatives include:
 - provincewide introduction of a high volume clinical protocol for emergency departments;
 - development of provincial guidelines to enhance support for and the capability of rural emergency departments;
 - development of a winter action plan for health authority use; and
 - an emergency outflow study, now completed, that will assist health authorities in improving patient flow.

Provincial Surgical Services Project

- The provincial surgical services project is a collaborative initiative to improve B.C.'s system of surgical services.
- The project involves PHSA, B.C.'s five regional health authorities and the Ministry of Health.
- Its purpose is to improve surgical services by developing provincial standards and guidelines and by creating data collection processes for better resource planning and decision making about surgical services.
- The project's current focus is the development of the surgical patient registry, a provincewide system to track all patients awaiting surgery in B.C. Data gathered from clinical assessment tools will be entered into the web-based registry and used to monitor and evaluate surgical wait times across all health authorities.

Mental Health and Addiction Services

British Columbia is reforming mental health and addiction services to improve the health and functioning of people with mental disorders and/or problematic substance use, their families and the communities in which they live. Mental health reform will:

- encourage the use of best practices based on reviews from other Canadian institutions and around the world;
- bring together community supports to better serve clients; and
- provide provincial tertiary services for those who require hospital or specialized care.

The recent alignment of addiction services with mental health services offers new opportunities for improving access and responsiveness of care.

Accomplishments since 2001 include:

- Began work on a new child, adolescent and women's mental health building on the BCCH & BCW site. This new building will consolidate and enhance clinical services for children, adolescents and women with serious mental health challenges and provide research space, all in a modern physical environment.

Riverview Redevelopment Project

- As part of the provincial mental health plan, a new model for specialized mental health services is currently being implemented in British Columbia. This includes the development of new tertiary mental health facilities in key communities around the province.
- The PHSA is responsible for the co-ordination of service planning and patient transfer arrangements involving regional health authorities. As these new facilities are completed and staffed, appropriate patients are being transferred from Riverview Hospital to smaller, more home-like settings, where they will receive the same quality/standard of specialized care.

The Access Project

- The access project was designed to enable the discharge of Riverview Hospital patients by enhancing the capacity of Lower Mainland secondary mental health services. The project began in June 2002 and ended in March 2004.
- Targeted placements (125) were exceeded by eight. A total of 133 Riverview patients were discharged through the project. Funding provided a variety of enhanced mental health services – for example, additional independent living housing, new mental health residential beds, enhanced caseworkers, rehabilitation workers and outreach workers – all of which enabled patient discharges.
- Riverview Hospital, Vancouver Coastal Health and Fraser Health have developed a joint evaluation project that includes production of an annual report.
- All readmissions to Riverview Hospital or Forensic Psychiatric will be monitored until March 2007.
- Short-term project outcomes have proven very successful. As of Dec. 30, 2004, 12 patients had been readmitted in a 32-month period, a readmission rate of nine per cent. Historically, the average readmission rate for patients discharged from Riverview Hospital was 25 per cent in the first year following discharge.

Primary Health Care Services

Primary health care is the foundation of the health system. Primary health care is where the majority of British Columbians receive their care in any year. General practitioners most often provide the care and are the gatekeepers to networks of other health care services, specialist care and community resources.

British Columbia health authorities have received \$48 million of a \$73.5 million allocation from Health Canada's primary health care transition fund. The PHSA's portion of these funds is \$1.55 million over a four-year period.²

The fund has been used to initiate the renewal and sustainability of the province's primary health care system. Renewal will improve appropriate patient access to care, achieve optimal patient health outcomes and enhance health care practitioners' professional satisfaction.

² Primary Health Care Office, B.C. Ministry of Health Services, September 2004.

Over the past four years, health authorities have focused on:

- working with family practitioners to develop modern primary health care delivery models and networks;
- improvements in chronic disease management by using structured collaboratives, technology-enabled decision support and patient registries;
- the development of standards for electronic medical summaries and the electronic chronic disease management toolkit;
- an increase in the application of evidence-based prevention in primary health care, based upon the principles of the Canadian Task Force on Preventive Health Care; and
- training patient leaders, who then teach self-management to other patients who live with chronic conditions.

Accomplishments since 2001 include:

- In 2003/04, four PHSA primary health care initiatives began in conjunction with health authorities:
 - birth program (Vancouver Coastal Health);
 - kidney care initiative (Vancouver Island Health Authority);
 - screening and health service access initiative for rural women (Northern Health); and
 - obstetrics project (Interior Health).
- BC Women's Hospital & Health Centre, on behalf of PHSA and Vancouver Coastal Health, is contributing to the South Community Birth Program. The program links teams of health care professionals, including midwives and doulas, with South Vancouver women experiencing low-risk pregnancies.
- BC Women's Hospital & Health Centre established the advanced maternity fellowship for rural maternity care providers, supported by the BC Women's Hospital Foundation. Advanced maternity skill training is open to health care practitioners, family physicians, registered nurses, sonographers and midwives. Fellowship funding has helped to train approximately 40 nurses since 2003, from communities such as Terrace, Smithers, Vernon, Salmon Arm, Williams Lake, Alert Bay, Port McNeill, Port Hardy, Comox and Squamish.

Corporate Support Services

Accomplishments since 2001 include:

- Reducing administrative costs, through actions such as consolidating payroll and human resource management systems, to redirect dollars to patient care.
- Shared human resources, finance and business supply systems with Vancouver Coastal and Providence Health Care. Cost savings were achieved with software purchases and maintenance.

GENERAL CONTACTS

BC HealthGuide / BC NurseLine <http://www.bchealthguide.org>

1 866 215-4700 Toll-free in B.C.

1 866 889-4700 Deaf and hearing impaired, toll-free in B.C.

604 215-4700 In Greater Vancouver

Dial-a-Dietician www.dialadietitian.org

1 800 667-3438 Toll-free in B.C.

604 732-9191 In Greater Vancouver

BC Smoker's Helpline www.healthservices.gov.bc.ca/tobctrl/reduction.html#help

1 877 455-2233

Please note the Ministry of Health website address will be changing to: www.health.gov.bc.ca. If you are unable to locate the above websites, please try the new address.

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The numbers in this document reflect the latest available data as of printing.

Please note data changes daily as the planning and delivery
of health care services progresses.