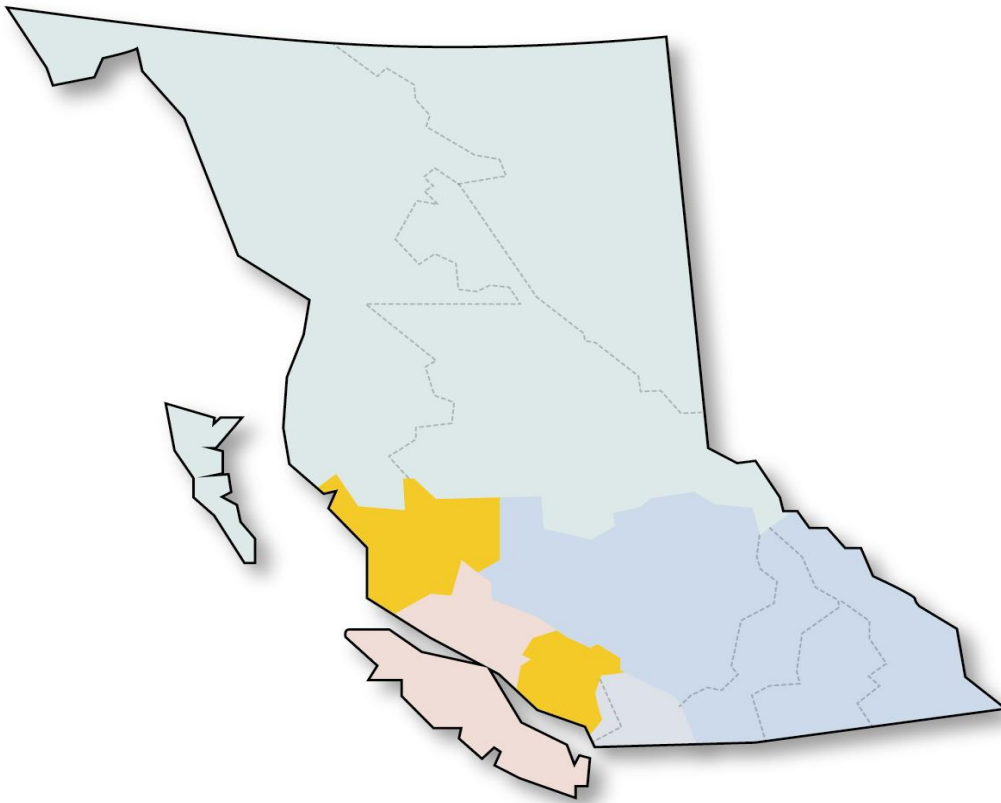


September 2005

# Health Authority Redesign Accomplishments A Four-Year Picture

## Vancouver Coastal Health

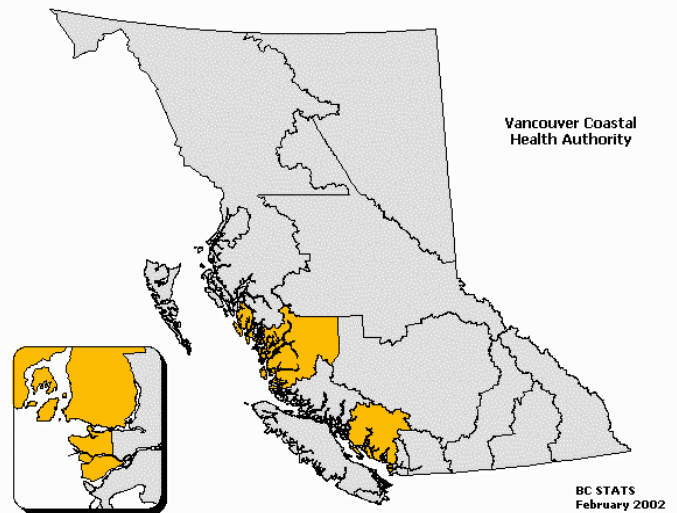


# VANCOUVER COASTAL HEALTH

## Health Service Redesign

British Columbia is planning a health care system where high quality health care is available to everyone – where services are timely, affordable and sustainable, 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 to maximize the resources available for 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 21<sup>st</sup> 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.

## Vancouver Coastal Health

Vancouver Coastal Health provides a full range of health care services to approximately 1.027 million<sup>1</sup> residents in Vancouver, Richmond, the North Shore and communities in the coastal region, including: Squamish, Whistler and Pemberton in the Sea-to-Sky district; Gibsons and Sechelt on the Sunshine Coast; and Powell River. Through denominational service agreements with non-profit societies, Vancouver Coastal Health serves the residents of Bella Bella, Bella Coola and other communities on the Central Coast. Vancouver Coastal Health also partners with Providence Health Care in Vancouver.

Vancouver Coastal Health's redesign initiatives include establishing three integrated service networks:

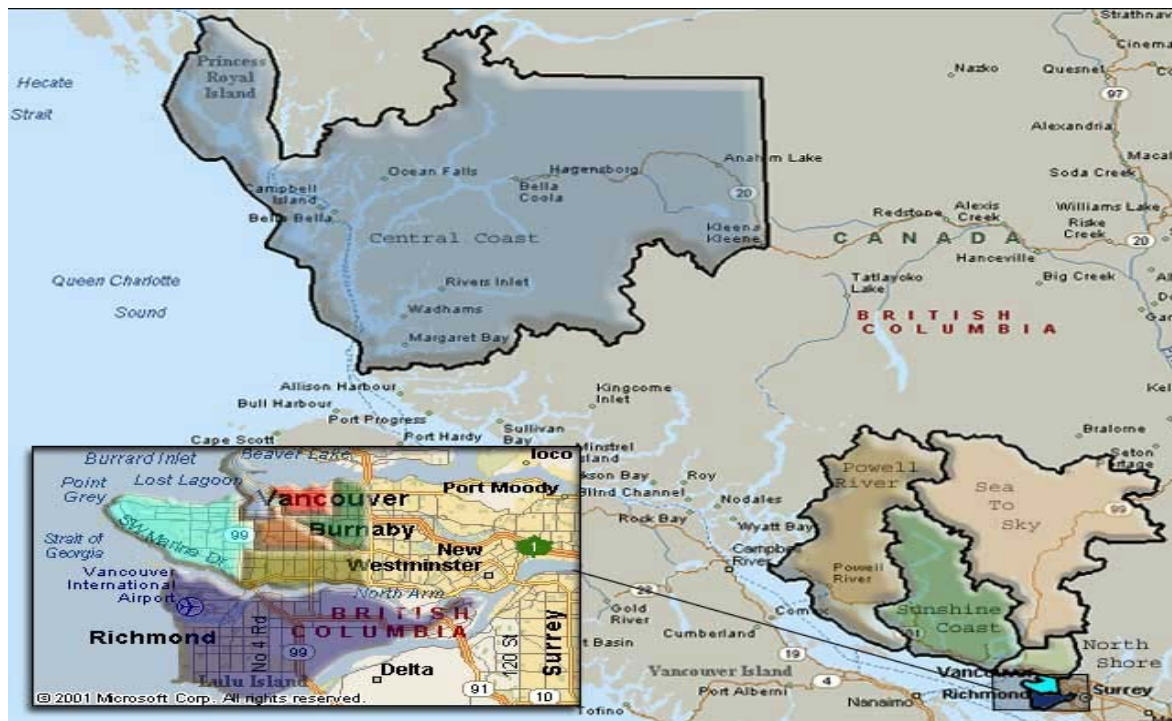
- a primary health care network;
- community care network; and
- one acute care network.

## Acute Care Service Redesign

Health authorities and the Provincial Health Services Authority are designing a network of acute care that includes centres of excellence for specialized services and community hospitals or treatment centres for basic emergency services.

Vancouver Coastal Health's network of acute care facilities will give residents, including seniors and people with disabilities, better access to acute care services in their own region. This network will guide health authority decision making about capital investment, equipment location and staffing patterns.

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



Specialized acute services will be consolidated to provide a focus for specialists, along with the professional and technical resources needed to support patient access and quality care. E-health (electronic health) procedures, such as transmitting live photos of a patient's condition to a practitioner at a major health care centre, will be used to bring quality care to those who live at a distance from larger communities.

### **Delivering Acute Care Services in Vancouver Coastal Health**

Vancouver Coastal Health is developing one acute care network to improve patient access and ensure sustainability. The network is designed to ensure hospitals work closely together, share knowledge, provide centres for excellence and outreach teams and perform according to regional clinical standards. Services will be provided at multiple sites by health care agencies with defined roles and protected mandates and workloads. Links to primary health care and community care networks will be improved to ensure quality patient care.

Accomplishments since 2001 include:

#### Medical Technology

- Installed new CT scanners at:
  - Richmond Health Services;
  - St. Paul's Hospital;
  - Mount Saint Joseph Hospital;
  - University of British Columbia Hospital; and
  - Vancouver General Hospital.
- Installed new MRIs at:
  - Lions Gate Hospital, North Vancouver;
  - St. Paul's Hospital;
  - Vancouver General Hospital.

### Regional Initiatives

- In recognition of their world-class research, the health authority received two federal government awards in 2003/04, worth \$12.9 million, for Vancouver Coastal Health Research Institute's (VCHRI) Prostate Cancer Research Centre and the Centre for Hip Health.
- Targeted additional funding in 2003/04 to decrease wait list times in areas such as hip and knee replacement surgeries, cataract surgeries and diagnostic procedures (1,500 CT scans and 1,300 MRIs).
- In September 2004, the Ministry of Health provided additional provincial funding to all health authorities to address wait times in cardiac, hip and knee replacements, surgery and diagnostics. This will allow Vancouver Coastal Health to perform an additional 294 hip and knee replacement surgeries.
- Allocated an additional \$10 million in 2004/05 for the surgical augmentation project, which will increase surgeries across the region.
- Proceeding with regional redesign of lab services, eliminating duplication, improving efficiency and reducing result wait times.

### Richmond

- Initiated the Richmond/Delta hospital agreement, allowing residents of both communities to access a greater number of services.
- Providing diagnostic imaging online at Richmond Hospital, enhancing patient care and improving access to information for caregivers.
- Planning a \$1.4 million upgrade to the emergency department, surgical day care and related areas at Richmond Hospital to improve infection control and containment, patient flow and security.
- Providing a \$300,000 development grant for the implementation and evaluation of a wellness centre in Richmond. The centre is for people living with chronic diseases and is intended to complement the care provided by family and specialist physicians.

### Vancouver

- In 2003/04, UBC Hospital changed its role to focus on short stay assessment and treatment. An urgent care centre was successfully opened to serve community needs.
- Closed St. Vincent's Hospital, consolidating those services at Mount Saint Joseph and St. Paul's hospitals.
- Installed an automated medication dispensing system at Vancouver General Hospital, allowing for fewer errors and more time for direct patient care by nurses.
- Opened the Jim Pattison Tower at Vancouver General Hospital.
- Opened the brain research centre, a partnership between Vancouver Coastal Health and UBC, in January 2004, with 150 investigators dedicated to analyzing brain function. The centre is developing new approaches to treating brain diseases and understanding brain function. The BC Innovation Council awarded Dr. Max Cynader, director of the brain research centre at UBC Hospital, the champion of the year award (September 2004). The award is given to an individual who has made an outstanding contribution in promoting or fostering science and technology in British Columbia.
- Providence Health Care foot and ankle clinic team members were the recipients of the 3M health care quality team award in the acute care category. The foot and ankle surgical pathway brought together a range of disciplines with the common goal of streamlining the entire surgical process, while increasing efficiency and reducing costs. The pathway results included a 50 per cent reduction in patients' length of stay and a tremendous increase in patient satisfaction (September 2004).
- Negotiated for the design, construction and maintenance of the academic ambulatory care centre, a new health facility at Vancouver General Hospital. The centre, now under construction, will co-ordinate the region's ambulatory patient services, including specialty clinics, medical education, physician teaching clinics and research, at one site. The centre will benefit an estimated 600,000 patients annually and support several hundred medical students and approximately 500 medical and allied professionals.
- Unveiled a new, state-of-the-art hyperbaric unit at Vancouver General Hospital. The chamber allows for multiple patient use, making it possible to deal with scheduled and emergency patients at the same time.

### North Shore/Coast Garibaldi

- Enhanced diagnostic services on the North Shore with a new MRI at Lions Gate Hospital.
- Opened a new HUB (hustle up bed)/discharge lounge to ease congestion and improve patient flow in the emergency room at Lions Gate Hospital. The unit includes two to three HUB beds and four discharge chairs/stretchers.
- Renovated the triage area of Whistler Community Health Centre to provide consultation offices and a procedure room for specialists who provide services in the Sea-to-Sky as part of the Ministry of Health northern isolation travel assistance outreach program.
- Secured funding to implement PACS (picture archival and communications system). PACS reads X-ray images, stores them digitally and transfers them, over a secure electronic communications network, to a radiologist located virtually anywhere. The system saves time and expenses for processing, transporting and disposing of film.
- Completed renovation and expansion of the new chemotherapy clinic at Lions Gate Hospital. The \$3 million project, funded by the Lions Gate Hospital Foundation, offers cancer patients a larger, brighter and better-equipped clinic.
- Announced a multi-million dollar expansion of the emergency room at Lions Gate Hospital.

### **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.

### **Mental Health and Addiction Services in Vancouver Coastal Health**

Improvements being made to Vancouver Coastal Health's mental health and addictions services draw on all three networks of care. Helping people with mental illness or substance use problems to use services is a central focus. Initiatives currently underway include:

- Riverview redevelopment project;
- development of a regional strategic mental health and addictions plan; and
- integration of mental health and addiction services.

Accomplishments since 2001 include:

### Regional Initiatives

- Implemented five core addiction services at community health centres, providing more access to services for patients and clients.
- Opened the first legal supervised injection site in September 2003, with funding from the Ministry of Health and the federal government and the support of many partners.
- Continued support for Riverview decentralization led to the successful placement of 60 patients in supportive housing (41 in Vancouver, 10 in Richmond and nine on the North Shore).
- Developed a strategy to respond to crystal meth use.
- Expanded the early psychosis intervention program from an acute setting to a community-based program.
- Working with the transgendered community to develop a community-based service model.
- Enhanced youth daytoxic services through D-Talks, a new initiative to integrate and co-ordinate rehabilitation services for youth.

### Richmond

- Opened the new DAYTOX program in Richmond. The second program of its kind in Canada, DAYTOX is a withdrawal management program that treats 20 to 25 patients daily in an outpatient setting.

### Vancouver

- Implemented five core addiction services at community health centres across Vancouver, providing more access to services for patients and clients (2003/04).
- The geriatric shared care project in Vancouver is working with three community care clinics, providing elderly patients who require psychiatric care with the help they need. It will link the geriatric psychiatry outreach team based at Vancouver General Hospital with primary health care providers.
- Expansion of the Vancouver Community Art Studio and the North Shore Mindseye Art Studio programs to help people with mental illness explore their artistic talents and abilities.
- Providing better treatment for depression and bi-polar disorder through the Mood Disorder Centre of Excellence at UBC.
- Developing a program to ensure clients with mental health and addictions issues are triaged through an urgent response team to meet their special needs and ensure they receive the care they require in a timely manner and appropriate setting.

### North Shore/Coast Garibaldi

- Opened the Gathering House, a rehabilitation day program for people with mental illness that has a focus on wellness, employment and socialization (2002/03).
- Started a concurrent disorders program on the North Shore in 2002/03. The program is for people living with mental health disorders and experiencing problem substance use.
- Recognizing that 40 to 60 per cent of people with psychiatric disorders also have addiction problems, Vancouver Coastal Health has integrated mental health and addictions services at Powell River General Hospital and is implementing a co-ordinated approach to services for Sunshine Coast communities.
- In Powell River, Vancouver Coastal Health relocated mental health and addictions services from separate locations on Alberni Street and at the hospital to joint space on the vacant third floor of Powell River General. By doing so, mental health and addictions clients will now have access to a “one stop shop” approach to care, with all mental health programs, psychiatric outpatient programs, addiction programs, inpatient psychiatry and the psychiatrist located in the same building.
- On the Sunshine Coast, a psychiatric enhancement project is underway to provide improved access and enhanced services, with additional staffing to serve client needs. The first three components are a psychiatric day program, additional staff at Chapman House and dedicated space at St. Mary's Hospital for psychiatrists. The addition of a psychiatric nurse and a mental health worker to Chapman House means the six-bed psychiatric residential facility in Sechelt will be able to offer a greater level of onsite care and act as an early discharge transition facility from St. Mary's Hospital.

## **Home and Community Care Redesign**

Seniors and people with disabilities want to live as independently as possible, for as long as possible. Today's seniors are healthier and living longer than ever before. They want more choices for housing and care that respect their independence.

As British Columbia's population grows and ages, health authorities are modernizing home and community care services to:

- provide clients living at home with services that enable them to remain independent and in their own homes;
- reduce wait times for residential care – average waits are now 60 to 90 days, compared to up to a year or more in past;
- make residential care available to seniors and people with disabilities with the most complex health care needs;

- provide affordable living options, such as assisted living and supportive housing, for independent clients; and
- provide sensitive, compassionate end-of-life care.

The province is adding 2,762 new care beds and units by December 2006 and will meet its commitment to develop 5,000 new care spaces by 2008. They include a mix of residential care beds and independent living options.

New residential care beds are being developed where needed and outdated residential care facilities upgraded to meet modern care standards for British Columbians who require 24/7 professional nursing care. To respond to the demand for more choices, new independent living options are also being created. Assisted living units are being developed for seniors who can direct their own care and supportive housing units with home support for seniors who need a lower level of care. Home care and home support services are being enhanced across the province for seniors who live at home.

Research and feedback from seniors' care experts, and seniors themselves, support B.C.'s approach – today's seniors want options besides traditional nursing homes as they age. These changes will ensure care services for seniors and people with disabilities are sustainable, value consumers' needs and expectations and provide the right care in the right setting.

### **Home and Community Care Services in Vancouver Coastal Health**

Vancouver Coastal Health's community care network consists of a continuum of health services and housing options that include home support, supportive housing, assisted living and complex care. They serve seniors, people with disabilities and mental health and addictions clients.

Vancouver Coastal Health is reorganizing the current system to better meet clients' needs. Changes include renewing aging residential care facilities and developing new beds where needed, creating assisted living spaces and enhancing home-based support services.

Accomplishments since 2001 include:

#### Regional Initiatives

- Developing a geographical campus of care concept and enhancing service linkages through a virtual campus of care.
- Providing HIV/AIDS patients with stronger support networks by providing residency to 24 AIDS patients through the new \$9.89 million Dr. Peter Centre, a unique centre in Canada providing the first HIV/AIDS day health program combined with assisted living.
- Partnered with the Salvation Army for the creation of Rotary Hospice House. Scheduled to open in 2005, the new hospice will improve access to and quality of end-of-life care for residents in Richmond and Vancouver.
- Established geriatric triage nurses at emergency rooms across Vancouver Coastal Health to assist in more quickly identifying the specialized care needs of elderly citizens and speed their entry into the system.
- Developing a regional, three-year alternate level of care strategy that will support the organization to achieve an alternate level of care target of 3.0 per cent by 2007/08. Transitional care, which provides assessment and rehabilitation services for seniors waiting to return home from hospital or enter residential care, is a key service in the strategy. The strategy will produce a service delivery model for transitional care units, clarifying their role and mandate; the patient populations best served; the desired staff mix and staff levels; and the performance indicators that will ensure the units are fulfilling their mandate. The project will also clarify the next steps to take transitional care units from their current state to the model described, including projected bed needs.

#### Richmond

- Improved access to residential care beds for Richmond residents through the creation of additional residential care beds in South Vancouver.

- Received approval in August 2005 for development of 50 assisted living units in Richmond, to be built on the former Austin Harris School site in partnership with SUCCESS.
- Opened new residential care beds in Richmond.

#### Vancouver

- Providing care for Asian language clients, who consist of frail seniors living with dementia and chronic illness, through the Chieng Adult Day Care Centre in Chinatown.
- Combining complex care with independent apartments and 36 new assisted living units through Vancouver's Haro Park Society.
- Re-opened Cooper Place, located in Vancouver's Downtown Eastside, as a 72-bed assisted living project.
- Began construction of 57 assisted living units at Southview Lodge in Vancouver. Residents should be able to move into their new homes, built in partnership with BC Housing and the Salvation Army, in August 2006.
- Downtown Vancouver residents also benefited from 47 rent supplement assisted living units that came on stream at Millennium Towers in late 2004.
- Opened new residential care beds in Vancouver.

#### North Shore/Coast Garibaldi

- Continued construction of a campus of care to be built on the Sunshine Coast to enable seniors to retain their independence and age in the communities they know and love. Vancouver Coastal Health, the Good Samaritan Society, BC Housing and the town of Gibsons are working to build a housing and care facility that will include 60 independent living units, along with residential care beds. The facility will be completed in late 2005.
- The Powell River Kiwanis Housing Society development of 40 assisted living units in that community is well underway, with construction expected to be complete in mid-2006.
- Officially opened Cedar Garden, a 30-unit assisted living unit in North Vancouver. Formerly part of Cedarview Lodge, the project was supported by the Lions Gate Hospital Foundation with a donation of around \$200,000 for furnishings and to enhance the interior. Vancouver Coastal Health and the foundation jointly funded construction costs of \$2.1 million.
- Opening 10 complex care beds and providing additional staffing at Olive Devaud Residence in Powell River, made possible by a funding increase of \$440,000 from Vancouver Coastal Health in 2004/05.

### **Primary Health Care Service Redesign**

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. Vancouver Coastal Health's portion of these funds is \$11.06 million over a four-year period.

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.

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.

### **Designing Primary Care Services in Vancouver Coastal Health**

Vancouver Coastal Health's primary health care network is designed to:

- support people to stay healthy;
- provide initial diagnosis and treatment for episodic and chronic conditions;
- assist people to manage their own health, especially chronic conditions; and
- organize services and assist people in navigating the health care system.

The long-term strategy for the primary care network will:

- support the development of primary care access centres; and
- encourage affiliated group physician practices and/or networks.

Accomplishments since 2001 include:

#### Regional Initiatives

- Committed additional funds in 2004/05 to accelerate primary health care reform.
- Successfully developed 15 family practice networks to date and received several proposals for funding.
- Incorporating nurse practitioners into primary health care. Nurse practitioners will fill a new role within the region, complementing and working in collaboration with current health care providers, including licensed practical nurses, registered nurses and physicians.
- Completed a strategic plan for chronic disease management. Two chronic disease collaboratives are underway in the areas of chronic heart failure and diabetes.
- Participating in a sample survey to monitor immunization rates for two year olds.

#### Richmond

- Improved access to kidney dialysis treatment.

#### Vancouver

- Piloting a treatment program to reduce the incidence of hepatitis C in Vancouver's Downtown Eastside.

#### North Shore/Coast Garibaldi

- Enhancing community health services for First Nations people through the opening of the new Squamish Nation's Women's and Youth Clinic in North Vancouver.
- Improved access to kidney dialysis treatment for residents of the North Shore.

### **Population Health and Wellness**

Effective health promotion, disease prevention and public health services are vital to a population's well-being. British Columbia is striving to improve public health care and lead the way in healthy living and physical fitness in North America.

Health authorities are participating with the Ministry of Health in defining a core set of prevention and protection programs government will provide. The project will also identify best practices that support population health and wellness. Consultations beginning in 2002/03 have resulted in government developing a list of priorities for protection and prevention programs.

Population health focuses on improving people's health through prevention of disease, injury and disability. Prevention is key to the health system's sustainability. Public health services protect the public from health or safety risks to their self, food, water and environment.

## **Public Health Care Services in Vancouver Coastal Health**

Accomplishments since 2001 include:

### Regional Initiatives

- Awarded prizes to high school students in the tobacco exposé contest: Where Did You Get Those Smokes? As part of the youth tobacco strategy, students created a 30-second video about how kids and teens acquire cigarettes and the factors that lead to tobacco use.

### Richmond

- Created an innovative and interactive game to teach young children how to make healthy decisions and lifestyle choices, while learning about their own health. Rides and Slides is played in teams to answer questions on six topics – nutrition, smoke-free living, active play, injury prevention, healthy relationships and general health.

### Vancouver

- Partnering with the BC Children's and Women's Hospital and the South Slope YMCA to pilot a family-based program targeting weight problems among children and teens. Shapedown is a holistic program that helps youth adopt healthier eating and exercise habits and improve their self-esteem and peer relationships.

### North Shore/Coast Garibaldi

- Encouraging elementary school students in the North Shore to increase physical activity and choose healthier foods. Vancouver Coastal Health celebrated nutrition month with the highly successful Eat well, play well Olympics.

## **Health Care Professionals**

- Vancouver Coastal Health had 1,360 general practitioners and 1,591 specialists in 2003/04.<sup>2</sup>

## **Corporate Support Services**

Accomplishments since 2001 include:

- As part of planning for a sustainable health care system, Vancouver Coastal Health identified targeted cost savings in non-clinical services. Ensuring support services are organized and delivered safely, cost effectively and at equal or higher quality than previously was critical. Contracts have been tendered and awarded for the following:
  - housekeeping;
  - security; and
  - food services.In turn, these cost savings can be applied to direct patient care services.
- Workplace injuries have been reduced by approximately 50 per cent over the past two years, resulting in fewer lost hours of work due to injury and a decrease in Workers' Compensation Board premiums.

<sup>2</sup> MSP Information Resource Manual Fee-For-Service Payment Statistics 2003/2004, Information Resource Management, Knowledge Management and Technology, B.C. Ministry of Health; Population Extrapolation for Organizational Planning with Less Error 29 (PEOPLE 29), BC Stats, B.C. Ministry of Management Services.

The reduction is largely attributed to increased awareness of workplace safety issues, investment in equipment to reduce injuries and the regionwide implementation of a return-to-work program.

## GENERAL CONTACTS

**BC HealthGuide / BC NurseLine** [Thttp://www.bchealthguide.org](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](http://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](http://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](http://www.health.gov.bc.ca). If you are unable to locate the above websites, please try the new address.

## HEALTH AUTHORITY CONTACTS

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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.