



Capital Health
EDMONTON AREA

Using Strata Health Solutions PathWays A Capital Health Experience

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Outline of Presentation

- Overview of Capital Health
- Community Care, Rehabilitation & Geriatrics
 - Community Care Services
- Emergency Services and System Capacity Project
- Capital Health's Experience

Vision

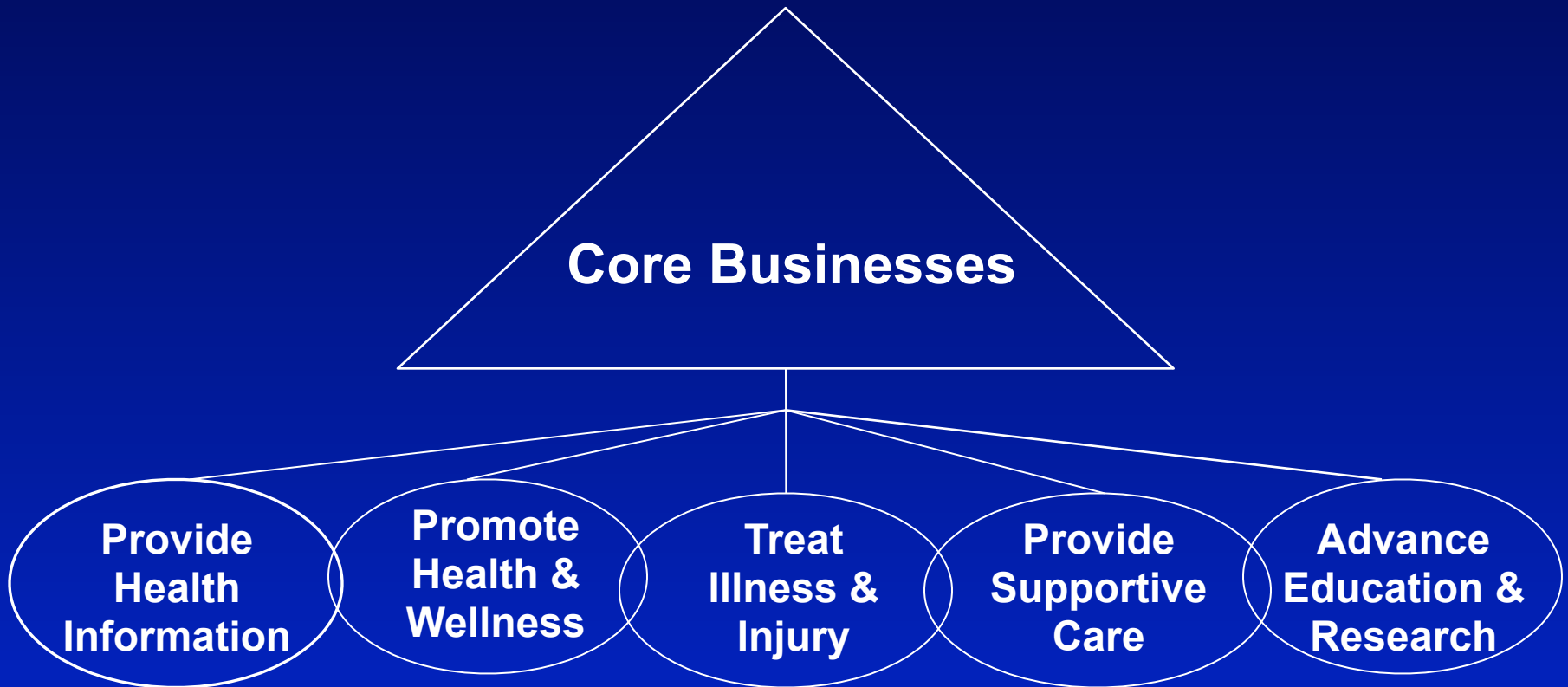
Healthier people in healthier communities.

Canada's premiere Academic Health Region

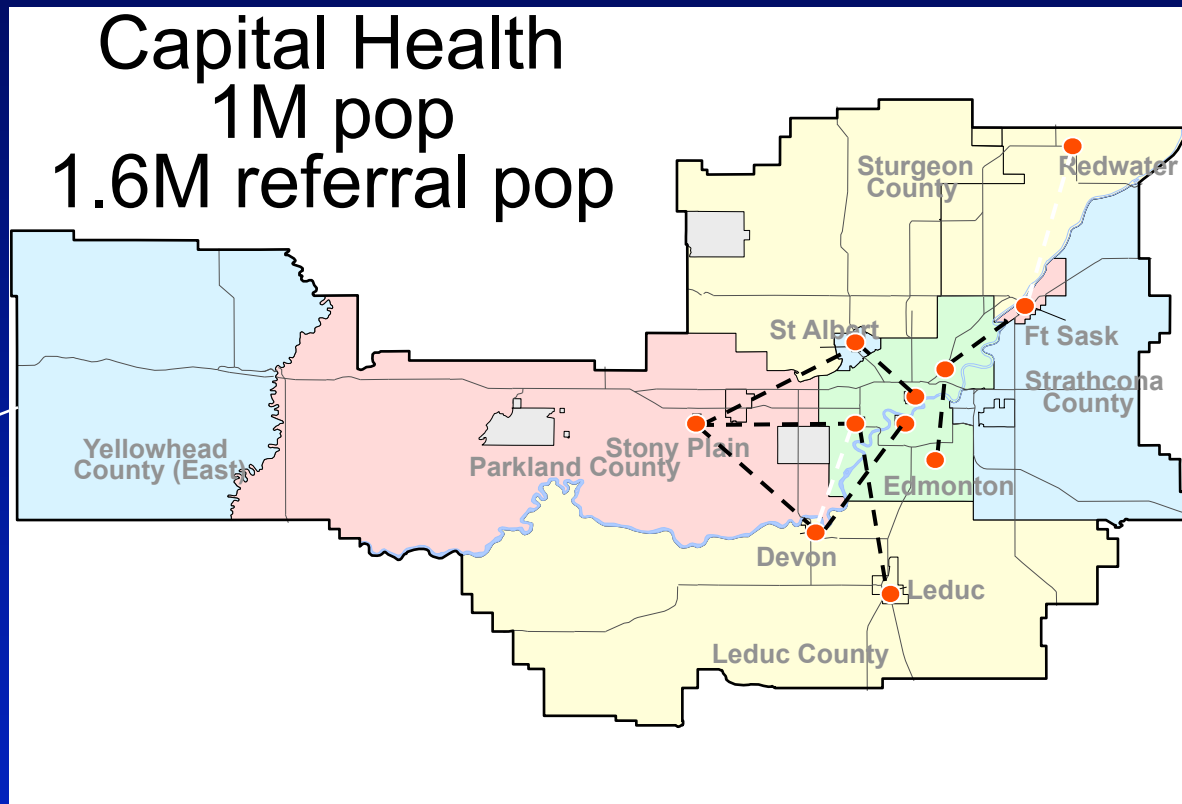
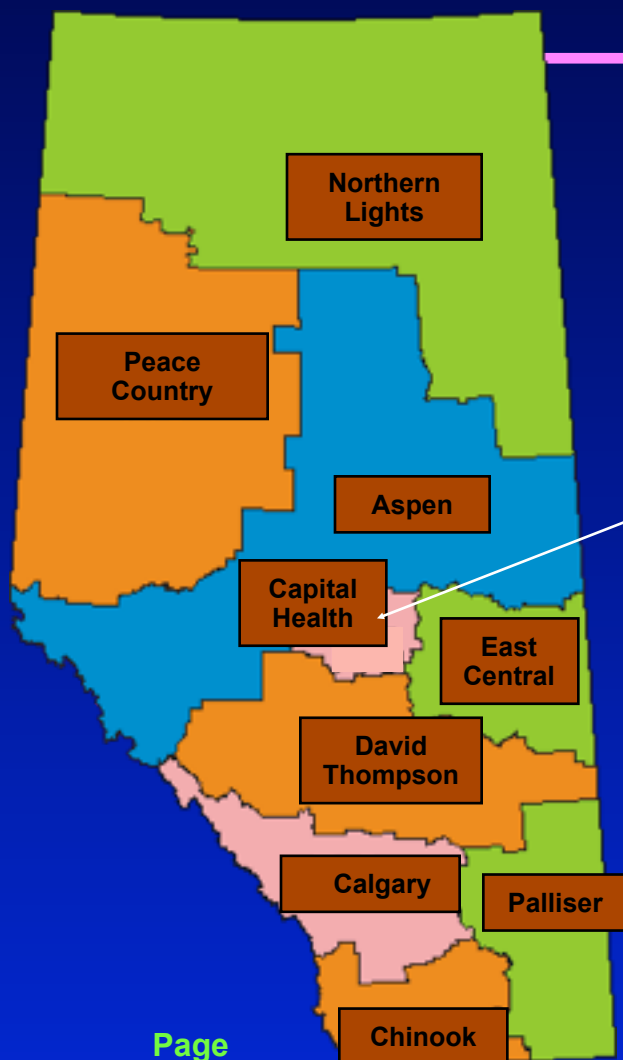
Mission

To improve the health and well being of our communities, through cooperation with our partners - the communities, providers, educators and researchers. We will create and maintain an integrated, accessible and affordable health system, with excellence as our constant goal.

Core Businesses



Capital Health - Geography



Strathcona County
(77,000 pop.)

Leduc
(35,000 pop.)

Sturgeon County/
Westview/Devon/Ft. Sask
(110,000 pop.)

Capital Health – A Large Organization

- Largest academic health region
 - 25% from out of region
- \$2.6 B budget
- 29,000 staff
- Alberta's most complex patients
- 2,400 physicians
- 2,900 hospital beds (13 hospitals)
- 6,500 continuing care beds
- >10,000 Home Care clients/mo
- 417,000 calls to Capital Health Link
- 9M sq ft of space
- 6,500 health students
- \$120 M in research funding



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Capital Health
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Capital Health Operates:

- 13 Hospitals
 - 2,897 acute care beds (410 psychiatric hospital beds)
- Community Care Services, e.g., Home Care (>10,000 clients/mo)
- 34 Long Term Care Centres/19 operators under standardized contract (CMI based)
- Specialized Long Term Care programs:
 - C.H.O.I.C.E. (Comprehensive Home Option for Integrated Care of the Elderly)
 - Subacute Care/Palliative Care
- 23 Public Health centres / 4 clinics
- Community Mental Health Services (8 clinics)
- Capital Health Link (over 34,000 calls/month)
- Primary Care Initiatives
 - 17 Primary Care Networks
 - Health First Strathcona
 - Northeast Community Health Centre
 - Eastwood Primary Health Centre

Capital Health Metrics

Annual Service Volumes

- 635,000 calls for health advice (Capital Health Link)
- 114,400 inpatient discharges
- 956,000 patient days in hospitals
- 1.30M ambulatory visits
- 435,600 emergency visits
- 92,970 surgeries (48,662 day surgeries)
- 13,902 births
- >10,000 Home Care clients per month
- 450,000 immunizations
- 94,000 environmental health service requests/inspections

** for 2005/06*

Unique Features of the Capital Health Region

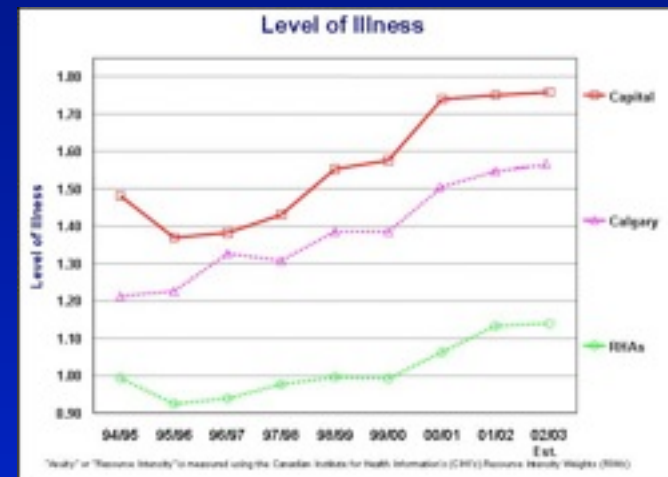
- Mazankowski Alberta Heart Institute
- Solid organ transplantation* for all Albertans and beyond
- Pediatric cardiac surgery for the Prairies
- Neurosciences and Cardiac Sciences
- Trauma and burns
- High risk obstetrics
- Tertiary and Forensic Psychiatry
- Obesity surgery
- Other complex medical care

Northern
Alberta

* *Kidney and pancreas also done in Calgary*

Unique Features of the Capital Health Region (cont'd)

- Capital Health is a key partner with the University of Alberta
- Capital Health has a major role in serving the north
- Capital Health serves a population that is older, poorer, sicker, more aboriginal, more single parent families than other health regions



Unique Features of the Capital Health Region (cont'd)

- Capital Health operates CAPITAL CARE Group as a wholly owned subsidiary
- “Hospital within a hospital” – Stollery Children’s Hospital, Lois Hole Hospital for Women
- Caritas operates under separate legislation within Capital Health (funding comes from Capital Health)



Key Initiatives

- **netCARE-**

- Capital Health's Electronic Health Record



- **Weight Wise**

- Goal: to be the lead obesity treatment/research centre for Western Canada
- John Stanton - community champion, owner of 'The Running Room' stores



Key Initiatives (cont'd)

- **Mazankowski Alberta Heart Institute - \$170M**
 - First in western Canada
 - Care for adults and children
 - Top health professionals moving to Alberta - 400 new jobs created
 - Research growth anticipated – \$30-50M
 - Research spin-off opportunities

Opening 2007

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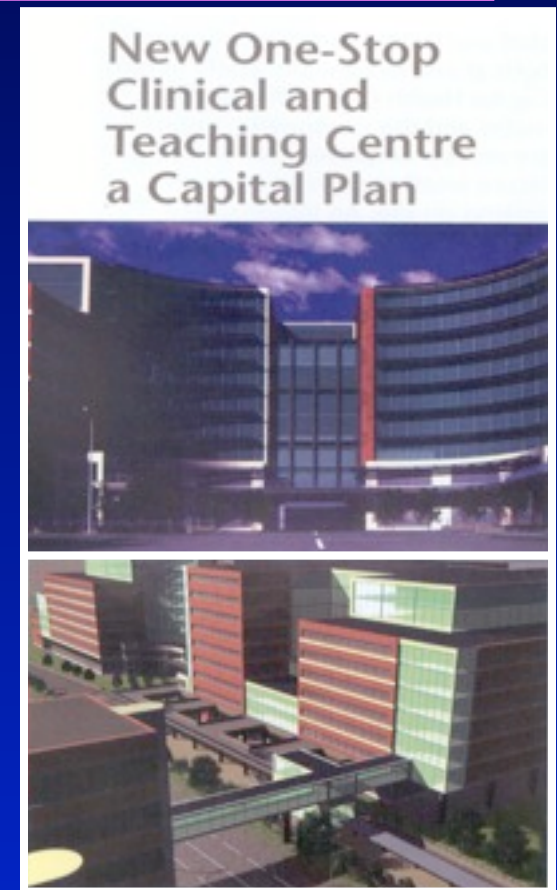
 **Capital Health**
EDMONTON AREA

Key Initiatives (cont'd)

- **Edmonton Clinic**

- Joint project Capital Health/U of A
- One stop access to diagnostics/care - customer friendly “Mayo Clinic” setting
- *Will help secure the Capital Region’s future as a major academic health centre*

Opening 2011



Key Initiatives (cont'd)

- **Lois Hole Hospital for Women**
 - “Hospital within a hospital”
 - High risk obstetrics, specialty gynecology
 - Serving Capital Health, central and northern Alberta and Canada's northwest



Opening 2008

Successes

- Prairie Centre for pediatric heart surgery
- Busiest heart transplant program in Canada
- Primary Care
 - 17 Primary Care Networks operating
 - Northeast Community Health Centre
 - Health First Strathcona
- Capital Health Link - “province-wide” Jun 16/03



Successes (cont'd)

- Maclean's #1 ranking (1999-2003)
 - Ranking no longer done
- Awarded the first Conference Board of Canada National Award in Governance (2001)
- Alberta Venture Awards (2004)
 - # 1 in Top 50 Not-for-Profit Organizations
 - # 1 in Top 50 Employers (Largest employer in Alberta)
 - Top 5 most innovative organizations
- Low administration costs
 - Reduced administrative costs from 7.5% to 2.3% of total spending



Capital Health Information for the Public

- Capital Health Website
- www.capitalhealth.ca
- Your Health magazine

The screenshot shows the Capital Health website interface. At the top left is the logo "Capital Health Edmonton + Area, Canada". To the right is a search bar with "Advanced Search" and "Capital Health Link" information. Below the logo is a navigation menu with categories: Home, About Capital Health, Hospitals & Health Facilities, Programs & Services, Your Health, Innovation & Research, Careers & Training, and News & Events. On the left side, there is a "Quick Links" sidebar with various options like "Hospitals and Health Facilities", "Hours, Locations, Maps, Parking", "Find a Doctor", "Contact Us", "Especially For...", "Health Professionals", "Media", "New Parents", "Patients & Visitors", "Schools & Preschools", "Seniors", and "Capital Health in the News". The main content area features a large banner titled "From the microscope to the bedside" with a photo of medical professionals and text about heart and stroke research. Below this are sections for "Emergency Preparedness Info", "Programs & Services" (listing Assisted Living, Diabetes Program, etc.), "Your Health" (listing Allergies, Avian/Pandemic Influenza, etc.), and "Hospitals & Facilities" (listing Public Health Locations). A "News & Events" section on the right lists recent updates, such as the opening of a new research facility and a documentary on reckless driving.

The cover of the "Your Health" magazine features a photograph of a man and a young boy flexing their muscles. The title "Your Health" is prominently displayed at the top. Below the title, there are several headlines: "Weight Wise: Decode food labels, make healthier choices", "Healthy Haven: Make your home a safer place", "10 Hidden Household Hazards", "Stand Up For Kids: Parents and schools saddle the bullies and don't back down", "Back In Shape: Activity can help your aching spine", "Crisis? What Crisis: Put the 'Mr' back in middle", and "Cancer Vaccine: Good news for girls". The magazine is dated "FALL September/October 2010".

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 Capital Health
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Community Care, Rehabilitation & Geriatrics

- Community Care Services
- Community Rehabilitation
- Glenrose Rehabilitation Hospital
- *The CAPITAL CARE Group*

The CAPITAL CARE Group

- Public organization
- Wholly owned subsidiary of Capital Health
- Operates over 1500 continuing care beds on 11 sites
- Day Programs

Community Care Services

Community Care Access Integrated Access

Home Living

- Home Care
 - Clinics
 - Childrens' Services
 - Palliative
 - Self Managed Care
- Day Programs
- CHOICE
- CHADL

Supportive Living

- Site-based Home Care
- Designated Assisted Living
 - Dementia
- Special Care Homes
- Personal Care Homes
- Family Care Homes
- Care Housing

Regional Palliative Care Program
Quality Improvement and Planning

Facility Living

- Continuing Care Centres
 - Dialysis
 - Tracheostomy
 - Mental Health
 - Special Care
 - Dementia
 - Young Adult
 - Cultural

Community Care Access

- Community Care Access – 24/7 access to:
 - Referral, screening and triage by professional staff for clients requiring Community Care Services
 - Telephone case management
 - Support for e-care in the community initiatives, distance health monitoring, electronic health record, electronic filing
 - Lamplighter referrals
 - Concerns process

Home Living Stream

Day Programs:

- Health promotion, health maintenance, rehabilitation, nursing and/or meaningful daytime activity for individuals living in the community
- 185 funded spaces, 447 clients
- 11 sites
- Partnerships with contracted providers

Home Living Stream (cont'd)

Comprehensive Home Option for Integrated Care of the Elderly (CHOICE):

- A full range of medical, social, and supportive services for elderly people at risk for institutionalization
- Five sites, 360 spaces
- Programs:
 - Day Centre
 - Health Clinic
 - Home support services
 - Short term stay beds
 - 24 hour response
 - Transportation services to programs

Home Living Stream (cont'd)

Home Care:

- Professional and support services for clients to assist them to remain independent in their homes
- Services may be provided in community clinic settings
 - eg: wound care, intravenous therapy
- >10,000 clients/month; >25,000 unique clients per year
- Support services
 - in-house staff
 - contracted agencies
 - self-managed care

Home Living Stream (cont'd)

Children's Services:

- Centralized care for complex, high needs children
- Prevent or shorten hospital stay for children
- Partners with Province Wide Services for medically fragile children whose service costs exceed \$3000/month (Alberta Health Extraordinary Funding)

Home Living Stream (cont'd)

Palliative Home Care:

- Supports clients in the last phases of an incurable disease who are experiencing distressing symptoms
- Priorities are pain control and symptom management
- Average length of services 3 - 4 months

Regional Palliative Care Program

- Hospices
 - 57 beds located at 4 sites
 - 45 admissions per month
 - Average Length of Stay : 32 days
- Tertiary level unit, Grey Nuns Hospital, 14 beds
- Home Care
- Consultation Teams (>110 referrals per month)
- Education
- Research

Capital Health Aids to Daily Living (CHADL)

CHADL professional staff assess clients and authorize appropriate aids and equipment through the Alberta Aids to Daily Living (AADL) program. Examples include:

- Medical/surgical supplies (e.g. incontinence items)
- Support garments (e.g. pressure gradient stockings)
- Bathing and Toileting aids (e.g. shower seats, grab bars, raised toilet seats)
- Mobility aids (e.g. walkers, wheelchairs)

Supportive Living Stream

- Site-Based Home Care
- Designated Assisted Living
- Personal Care Homes
- Special Care Homes
- Family Care Homes
- Mental Health Approved Homes
- Life Lease
- Assisted Living
- Alzheimer Care



Riverbend Retirement Residence

Supportive Living Stream (cont'd)



Rosedale Estates

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- | Site-Based Home Care:
 - | Partnership between Home Care and housing organization to provide support services to residents
 - | Capital Health funds “block” amount to operator based on clients’ assessed needs
 - | Support services
 - Personal care
 - Homemaking
 - Licensed Practical Nurses
 - | Professional services and case management by Home Care

Supportive Living Stream (cont'd)

Designated Assisted Living:

- Developed for individuals otherwise waitlisted for continuing care
 - require 24-hour on-site availability of personal care
 - do not require continuous professional nursing services
- Designated suites
 - Typically within a larger seniors' complex
 - Integrated settings
- Private rooms & bathrooms
- Access to common areas

Supportive Living Stream (cont'd)

Care Homes:

- Personal Care Homes
 - 24 hour staffed home environment
- Special Care Homes
 - clients with challenging behaviors and complex needs
- Family Care Homes
 - 24 hour support, caregiver is live-in family/homeowner
- Mental Health Approved Homes
 - family home environment, clients with severe mental illness

Supportive Living Stream (cont'd)

- Life Lease
 - housing with 24 hour health and support care available
 - multidisciplinary team support
- Assisted Living
 - home-like environment
 - clients direct their own care
- Alzheimer Care
 - residential family-style living environment
 - residents encouraged to participate in familiar activities such as gardening and baking
 - large, secure outdoor areas available

Facility Living Stream

- Clients with complex needs that require 24 hour RN supervision and/or continuous care in a facility setting
- Specialized physical designs, support services, and programs available, such as dementia care and young adult units
- 34 Publicly funded centres with consistent funding models and performance expectations
- Legislation from Nursing Home Act or Hospitals Act

Transition and Alternate Level of Care (ALC) Units

- Provides further assessment and rehabilitation following acute care so patients can return home or move to Supportive Living or Facility Living options
- 85 beds
- Average length of stay: 50 days

Subacute Care Units

- Provides convalescence or rehabilitation following an acute care episode, enabling discharge to the community
- Programming based on unique blend of strengths & critical elements of acute and continuing care
- 130 beds with length of stay 12 - 22 days, depending on unit focus (average: 19 days)

Emergency Services and System Capacity Project

Capital Health is currently involved in a major project that is:

- Focusing on Emergency services and system capacity
- Taking a broad systems approach
- Considering implementing fundamental changes in how we view problems and solutions
- Working towards improved integration, standardization & consistency of emergency/service delivery approaches and related processes

Key Principles of System Capacity Management

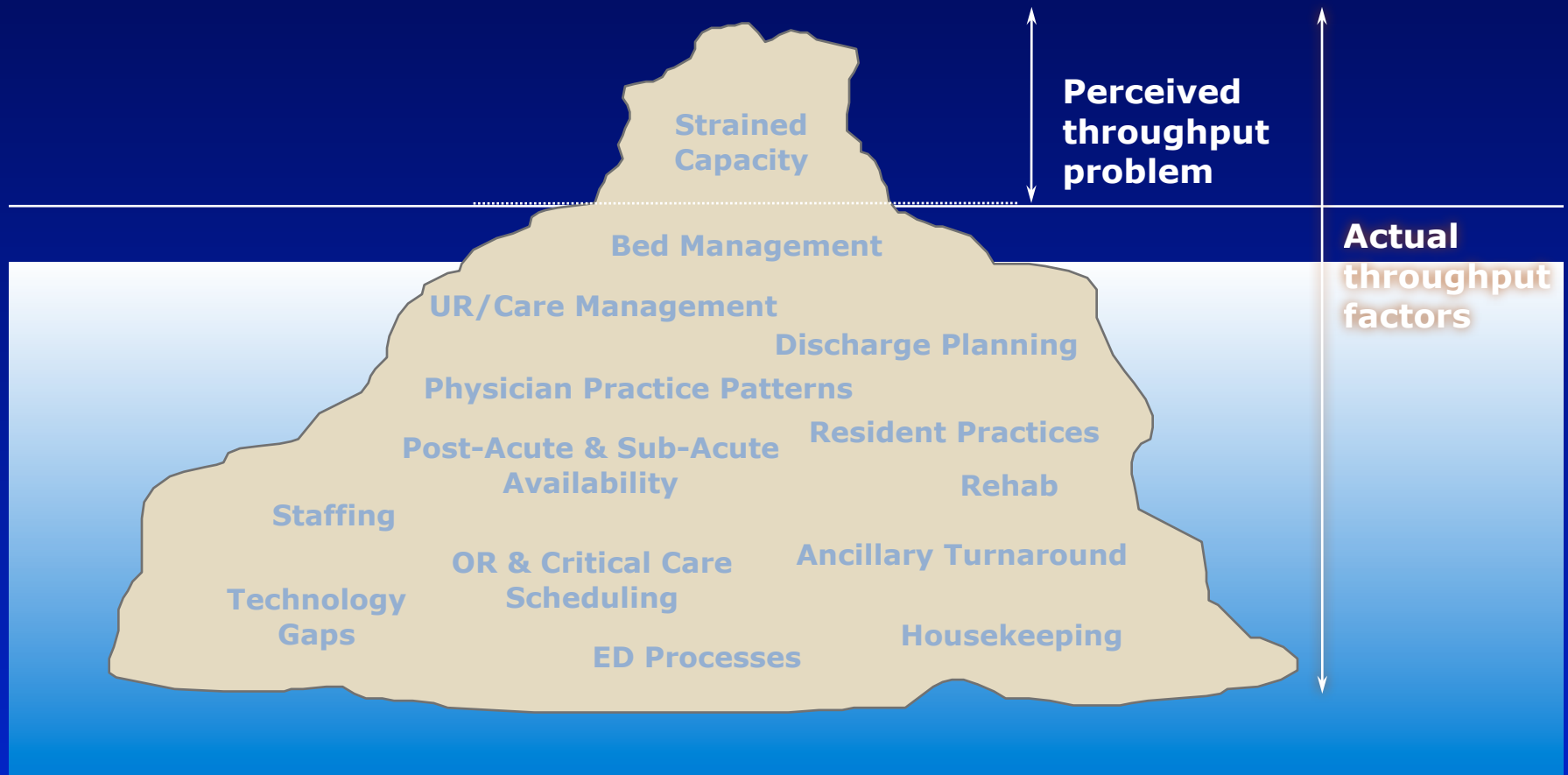
- Operational and contingency plan to ensure available capacity
- Reduce delays and wait times
- Eliminate redundancies
- Avoid / minimize “divert” or “closed” status
- Increase standardization

Key Principles of System Capacity Management (cont'd)

- Clear accountability for patient flow
- Alignment of patient flow processes
- Data driven decision-making
- Improved communications

Patient Access & Throughput: *A complex issue...*

- Strained capacity is only the tip of the patient throughput “iceberg” and requires a focus on multiple system components...



Community Care Services Strata Health Solutions PathWays

Our Experience

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What is PathWays?

- PathWays, an automated waitlist management system, was developed by Strata Health Inc. based in Vancouver and Calgary with data stored by Telus
- PathWays “matches” client needs for services to an available bed or space
- PathWays is a unique system tested first in Calgary Health Region and enhanced in Capital Health

What is PathWays? (cont'd)

- Capital Health determines the policies and sets placement priorities (e.g. according to current acute care bed pressures)
- Capital Health staff enter 'client profiles' into PathWays from the hospital or a client's home
- Facility staff enter 'bed profiles' into PathWays from each centre
- PathWays identifies one proposed match at a time for facilities to either accept or deny

PathWays

Achievement of Objectives

- Develop waitlist management system for Continuing Care Centres, Supportive Living, CHOICE and Day Programs
 - All Capital Health placement coordinators trained for “real-time” version
 - Community Care Coordinators using ‘off-line’ version (Capital Health enhancement)
 - All Continuing Care Centres making their own matches
 - Supportive Living implementation completed in 2005
 - Transition, Alternate Level of Care (ALC), Subacute, and Palliative Hospice– planning underway

PathWays

Achievement of Objectives (cont'd)

- Streamline business processes
 - Placement processes and policies standardized and clarified
 - Service Guidelines developed
 - Centres improved processes (e.g. more timely notification of vacancies to Capital Health)
 - Reduced clerical staff by 1.0 FTE
 - Average wait time reduced in acute care from 34 days to 12 days (2005 rollup)

PathWays

Achievement of Objectives (cont'd)

- Minimize number of vacant bed days while ensuring quality admissions
 - Transfer waitlist initially reduced by 50%
 - Average days between a bed becoming vacant and client admission has consistently decreased and is on average 15% lower than when PathWays was introduced

PathWays

Achievement of Objectives (cont'd)

- Minimize number of vacant bed days while ensuring quality admissions (cont'd)
 - Overall service quality has significantly improved
 - Improved % of residents receiving preferred location (1st choice)
 - 2004 January 44%
 - 2006 September 64%

PathWays

Achievement of Objectives (cont'd)

- Increase Continuing Care occupancy rates by 0.3% and reduce vacant beds
 - Average Occupancy:
 - 2004/05 97.0%
 - 2005/06 97.6%
 - Current 97.7%
 - Since June 2005 the occupancy rate has increased to a level currently meeting and exceeding the objective of 0.3%
 - The occupancy level is higher and more stable since the PathWays system has been introduced, even through activity related to opening and closing beds and outbreaks

PathWays

Achievement of Objectives (cont'd)

- Reduce acute care beds occupied by patients waiting placement by 22%
 - All waitlists declined by approximately 50% until May 2005
 - The waitlists have since increased due to other factors, including:
 - Alberta's economy and in-migration
 - Aging population
 - All available capacity utilized including specialty beds

PathWays

Achievement of Objectives (cont'd)

- Improve Reporting and Quality Indicators
 - Snapshot reports available for day-to-day management of beds/spaces
 - Executive Summary Report (Capital Health enhancement)
 - Quality Indicators for Balanced Scorecards (eg: % Centres of choice and Intervals)
 - Data export capabilities from PathWays to Excel is available for some waitlist reports
 - Graphs can now be generated from this data

PathWays Indicators

September 2006

Continuing Care Facilities

- Interval from Assessed and Approved to Admitted (from Acute Care only):
Average: 16 days
% 1st/2nd/3rd choice: 84%

Supportive Living

- Interval from Assessed and Approved to Admitted (from Acute Care only):
Average: 32 days
% 1st/2nd/3rd choice: 81%

PathWays

Achievement of Objectives (cont'd)

- Integrate PathWays with other operational systems to the extent possible to minimize duplicate data entry
 - Integration completed to the extent possible
 - New systems planning underway will take this objective to completion

Response to PathWays Implementation

Feedback from Centres

- Project training and Capital Health support highly appreciated
- PathWays easy to use
- More timely and efficient filling of beds - leads to greater revenue
- More involvement in placement process and ability to track performance
- Client profile comprehensive and legible

Response to PathWays Implementation (cont'd)

Feedback from Capital Health Staff:

- Very positive response to automation
- More efficient way of documenting and retrieving assessments
- Reduced clerical workload
- Future - wireless version
 - MDS version

Unexpected Benefits

- Computerization provided stepping stone to launch other innovations, such as RAI 2.0
- Staff more comfortable and prepared to move forward with technology
- Information profile is a starting point toward an electronic record that can be shared between assessors and care providers

PathWays

Significant Achievements

- Access
 - Increased occupancy rates- currently 97.7%
- Efficiency
 - Able to close four Continuing Care beds that did not meet Standards
 - Reduced clerical position by 1.0 FTE
 - Overall total process days reduced by 20%
- Quality
 - 76% of clients matched to either their first or second choice of Continuing Care Centre

Next Steps

- Implement for Transition, Subacute, and Palliative Hospice beds
- Develop more robust reporting
- Complete Continuing Care Centre Staff Satisfaction Survey
- Implement 'Home First' for Home Care