From Silos to Synergy

Acute Mental Health System Integration in North Simcoe Muskoka
Let’s get to know one another

PollEv.com/CBRENS468
Adding Context: The NSM LHIN

- LHIN 12 of 14
- 5 sub-regions
  - Barrie and Area
  - Couchiching
  - Muskoka and Area
  - North Simcoe
  - South Georgian Bay
- 9 Community Mental Health and Addictions agencies
- Three schedule 1 Facilities
- 3 regional Hospital Sites without inpatients beds:
  - CGMH
  - GGBH
  - MAHC (x2)
Care Connections: A Brief History

Identification of Key Health Issues

Development of Leadership Tables

Mental Health and Addictions Coordinating Council
The Top Five Issues from 2011 Report

1. Lack of Access
   - Especially for youth

2. Dis-Continuity
   - Gaps in the service continuum

3. In-Equity
   - By geography and population groups

4. Lack of Coordination
   - Different tools & practices

5. Lack of Integration
   - Within the mental health and addiction system and between health and other systems (police, education)
Planning Structure: NSM LHIN Mental Health and Addictions

Engages all levels, all services, all stakeholders

NSM LHIN Board

Leadership Council and Project Integration Committee
Chair: Jill Tettmann

Mental Health and Addiction Steering Committee Team
Chair: Carol Lambie
Goal: Improve care for individuals living with MHA conditions

NSM LHIN Board

Chiefs of Psychiatry
Chair: Dr. Ismail (A)

MHA Collaborative Governance Retreats

Crisis & Community Work Group
Chair: Nancy Roxborough CMHA Simcoe
Goal: To enhance crisis and community resources

Child & Adolescent Mental Health & Addictions Work Group
Chair: Linda Adams, Waypoint
Goal: to Build Capacity and increase access for child and youth

Acute Care Services Work Group
( Clinical Services integration working group)
Chair: Susan Lalonde Rankin
Goal: To Coordinate the regional acute care system

Information Management Work Group
Chair: Mike Varieur, CMHA MPS
Goal: To improve data quality and utilization
Before

Referral Patterns from Emergency Departments to Acute MH 2010
## Improvement Strategies

### Match Capacity To Demand

<table>
<thead>
<tr>
<th>Schedule 1 Hospital</th>
<th>LHIN sub-district</th>
<th>18+ pop (2008)</th>
<th>% pop</th>
<th>Recommended # beds per 21/100,000 benchmark</th>
<th># beds 2012</th>
<th># beds 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>RVH Barrie</td>
<td>Barrie</td>
<td>172,667</td>
<td>49%</td>
<td>36</td>
<td>25</td>
<td>36</td>
</tr>
<tr>
<td>Waypoint</td>
<td>Collingwood</td>
<td>44,767</td>
<td>13%</td>
<td>18</td>
<td>31</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>Midland</td>
<td>40,525</td>
<td>12%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Orillia Soldiers’ Memorial</td>
<td>Orillia</td>
<td>45,213</td>
<td>13%</td>
<td>20</td>
<td>23</td>
<td>23</td>
</tr>
<tr>
<td></td>
<td>Muskoka</td>
<td>48,935</td>
<td>14%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>352,107</td>
<td>100%</td>
<td>74</td>
<td>79</td>
<td>79</td>
</tr>
</tbody>
</table>

18 for Collingwood/Midland areas plus 2 beds to accommodate historical use for Parry Sound
Improvement Strategies

Standardized Care Pathway

ADULT (16+) Care Pathway for Acute Mental Health in NSM LHN (October 2017)

Client presents to ED with MHA Problems

Call MH Crisis Triage

MHCA ID completes Crisis Triage Forming Early (CTFE) to determine if MH Crisis should be called

Call MH Crisis Service

NO

SCREENING

NO

DEPOSITION (take into account LOCUS score, Crisis Assessment and clinical judgment)

No bed available

No bed available

If the Schedule 1 Hospital receiving a referral has NO BEDS and no potential beds that day, they will:
- Check the NSM bed registry
- Check the Schedule 1 hospital with the most available beds to inform them of the referral package
- Fax the referral package to the hospital with the most available beds
- Inform the referral source where the referral package was sent

The Schedule 1 hospital receiving a referral package from another Schedule 1 hospital will:
- Contact the fax sender to confirm receipt
- Contact the referral source to confirm that the fax was received and inform them of the decision
- If the hospital where the referral originated does not get a call back from the second Schedule 1 Hospital, they should contact them directly

NOTE FOR WSPHC ONLY: if NSM LHN beds are full, contact first on-call for Psychiatry at North Bay Regional Health Centre at 705-474-1205 ext 7200
Care Pathway Standardization

Three Elements of Success

1. Agreement on Triage Criteria
   - Level of Care Utilization System (LOCUS)
   - MH Crisis Assessment

2. Medical Assessment and Stability Checklist

3. Communication
   - Daily Push email
   - Contacts to resolve bottlenecks
Referral Patterns from Emergency Departments to Acute MH 2019
Looking Ahead

- Demand is increasing
- Recurring Peaks in July
Patients Waiting Longer

90th Percentile Emergency Department Length of Stay for Admitted Patients

Province (12) NORTH SIMCOE MUSKOKA
Plan for High Demand Period

1. Proactively identify capacity challenges EARLY

2. Act to preserve capacity and AVOID SURGE
   - Each site has SURGE LEAD
   - Regional SURGE CAPTAIN to monitor flow

3. Clear Surge Conditions that trigger increased bed capacity AT ALL SITES
   - # complete referrals
   - 0 discharges from inpatient
   - 0 beds
Key Summary of Successes and Learning

**Strong System Leadership**
A strong system leader who is able to support, advocate for, and lead the MHA system locally.

**Executive Level Support**
Buy-in is needed from all participating agencies at an executive level (e.g. CEO, Executive Director).

**Dedicated Coordination**
A dedicated individual, outside of the LHIN or Ministry, who leads collaborative system change.

**Strong System partnerships with an openness for change**
Strong partnerships built on trust and a desire to see improved system outcomes.

**LHIN Support**
LHIN level support to empower change and listen to direction from partners.
System Partners

North Simcoe Muskoka LHIN

Waypoint

Collingwood G&M Hospital

Muskoka Algonquin Healthcare

Royal Victoria Regional Health Centre

Georgian Bay General Hospital

Hôpital général de la baie Georgienne
Contact Information

Susan Lalonde Rankin (RN, BScN, MHSc)
Mental Health & Addiction System Coordinator for Care Connections
Slalonderankin@waypointcentre.ca

Chris Brens
NSM LHIN Lead for Mental Health and Addictions
Sub-Regional Director of Planning and Integration
Chris.brens@lhins.on.ca

North Simcoe Muskoka LHIN