



Longwoods – Breakfast with the Chiefs

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Ontario Hospital Association

Tuesday, June 2, 2009

Mount Sinai Hospital
Ben Sadowski Auditorium
Toronto, Ontario

- How good is Canada's Health Care System?
- How good is Ontario's Health Care System?
- Challenges
- Evolution of Health Care Improvements in Ontario
- Strategies for Improvement

How Good is Canada's Health Care System?

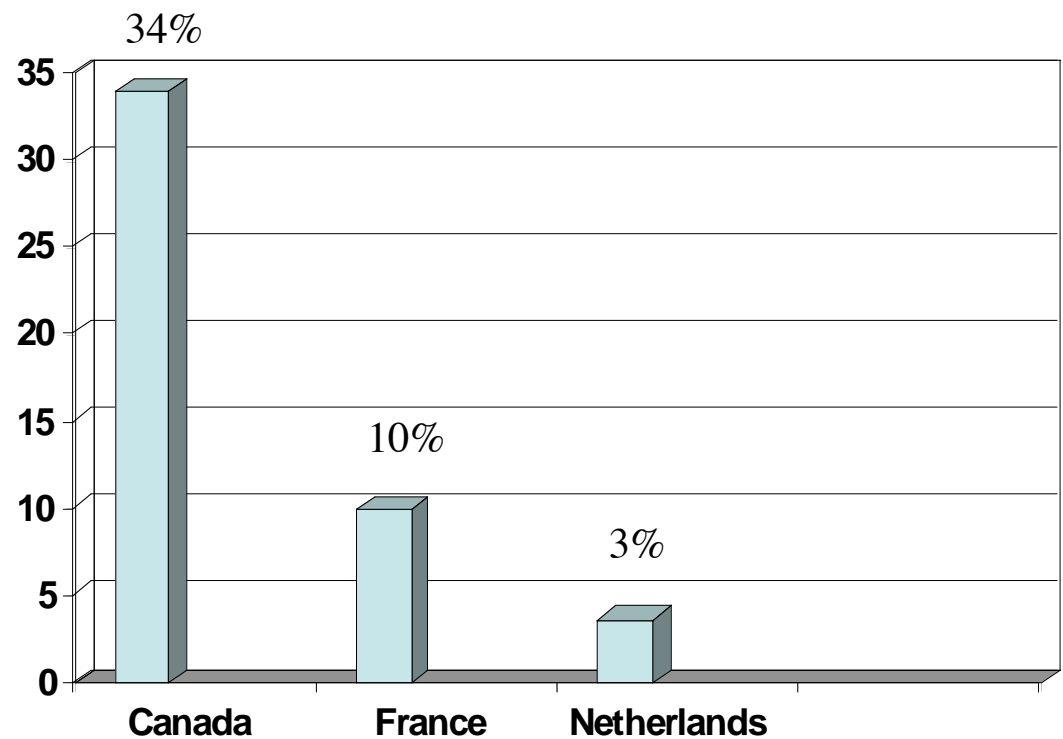


- How does Canada's system compare to others in the world?
- A 2008 Commonwealth Fund survey of chronically ill adults in various countries finds major differences in access, safety and efficiency of care.
- The focus will be on France and the Netherlands to demonstrate Canada's opportunity for improvement.

Experiences of Patients with Complex Health Care Needs



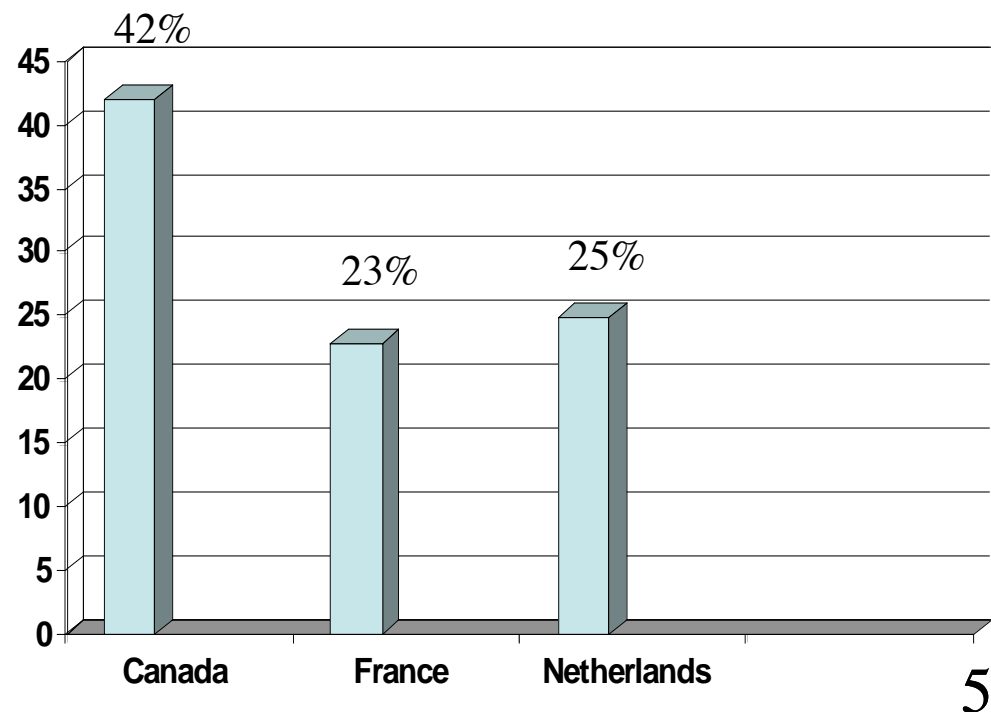
- How long did it take sick patients to get an appointment to see a doctor? (percent taking 6 or more days)



Experiences of Patients with Complex Health Care Needs



- How long did it take to get an appointment with a specialist?
(percent 2 months or longer)



Mortality Closely Related to the Effectiveness of Health Care, 2002-2003, Nolte and McKee



- A ranking of 18 of the member countries of the Organization for Economic Co-operation and Development (OECD)
- Canada ranked 6th
- Netherlands ranked 8th
- France ranked 1st.

Ontario's Health Care System



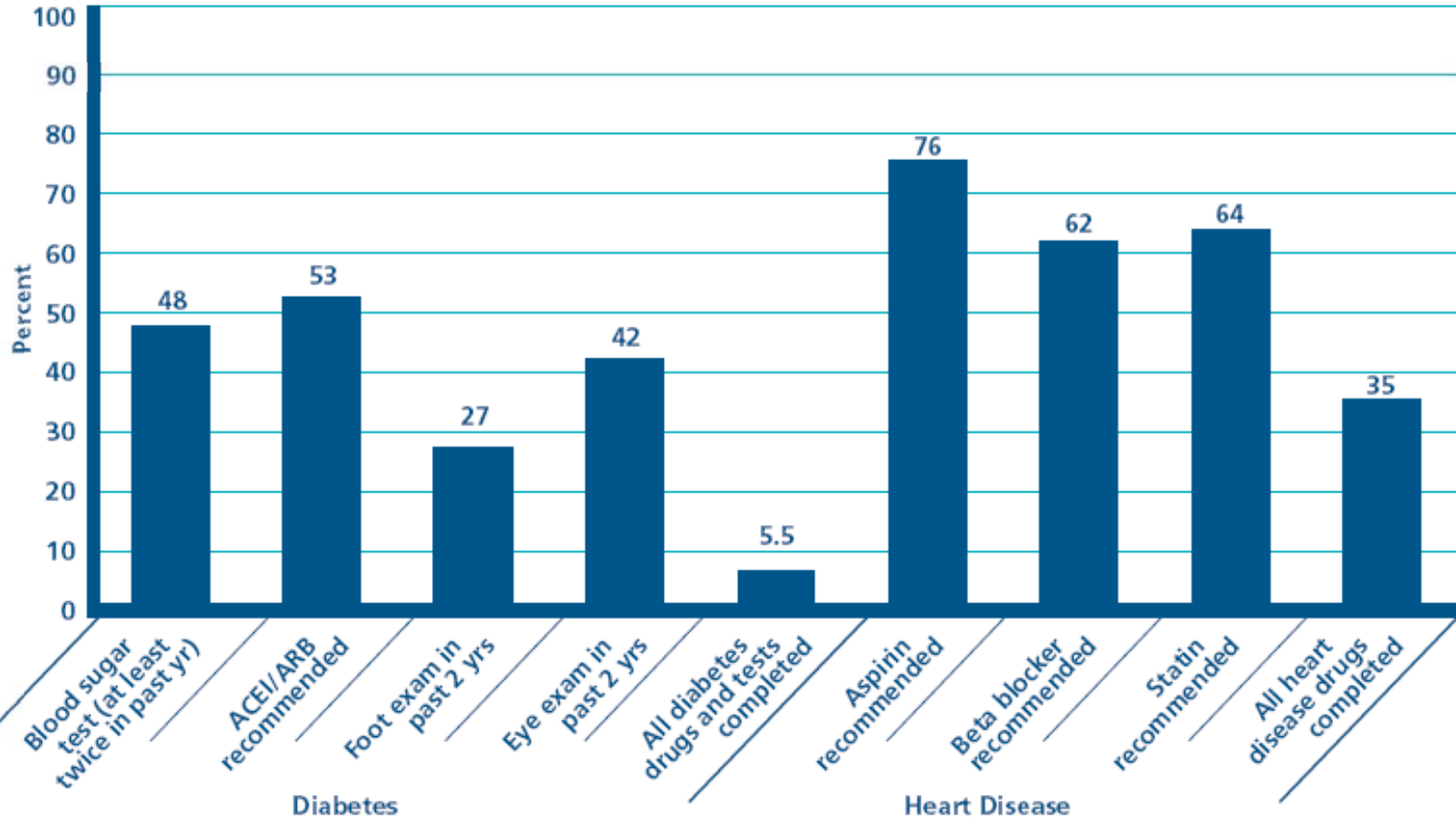
- Statistics Canada survey in 2007 – percent of population that rated health services received as good or excellent:
 - 84.7% of Ontarians
 - 85.7% of people in other provinces
 - 85.3% of Canadians.

Ontario's Health Care System



- Statistics Canada survey in 2007 - percent of the population that did not have a regular medical doctor:
 - 9.4% of Ontarians
 - 18.2% of people in other provinces
 - 14.8% of Canadians.

Percentage of diabetes and heart disease patients receiving recommended drugs and tests in Ontario



Source: Comparison of Models of Primary Health Care in Ontario study; CT Lamont Primary Health Care Research Centre, 2007

Benefits of Improved Chronic Disease Management

Per Year: if optimal numbers of patients with diabetes or coronary artery disease were on the right drugs and had blood sugar, blood pressure in control:

- 8 000 lives saved
- 8 000 heart attacks prevented
- 4 000 fewer strokes
- 1 200 fewer cardiac surgeries or procedures needed

Challenges



- Funding
- Capacity
- Health Human Resources

Efficiency of Ontario Hospitals



- In 2008, the Ontario Government funded hospitals at almost 10 percent less per capita than other provinces.
- The \$1.6 billion “Hospital Efficiency Dividend”.

Efficiency of Ontario Hospitals

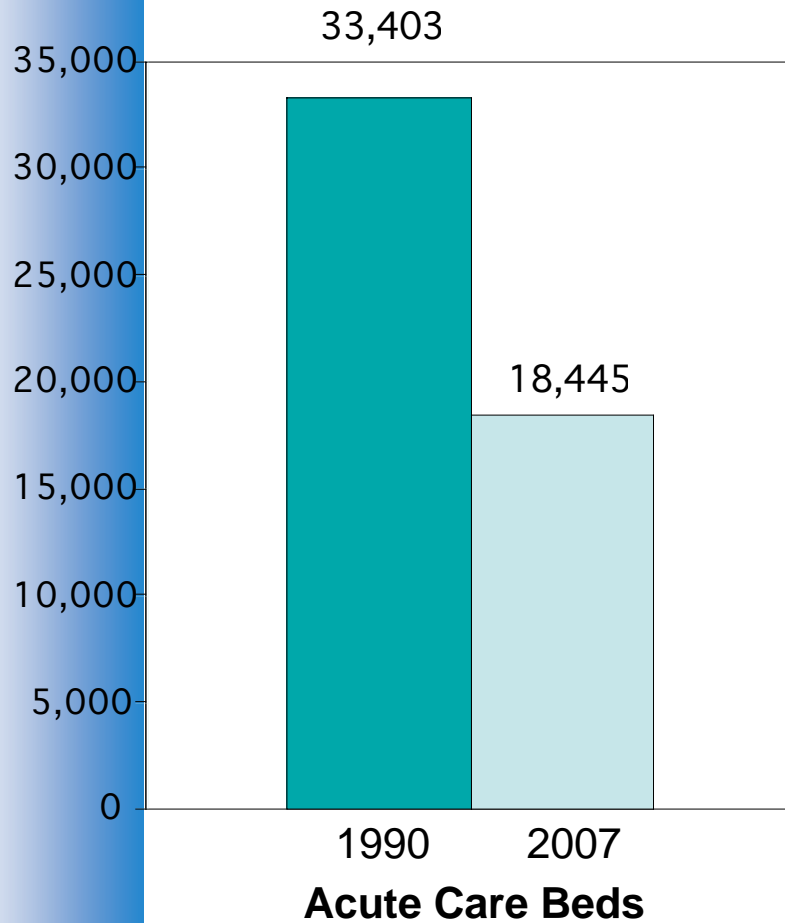


- Ontario hospitals are achieving efficiencies through:
 1. Lower average inpatient length of stay;
 2. Fewer inpatient admissions; and
 3. Using fewer staff hours of care for similar patients.

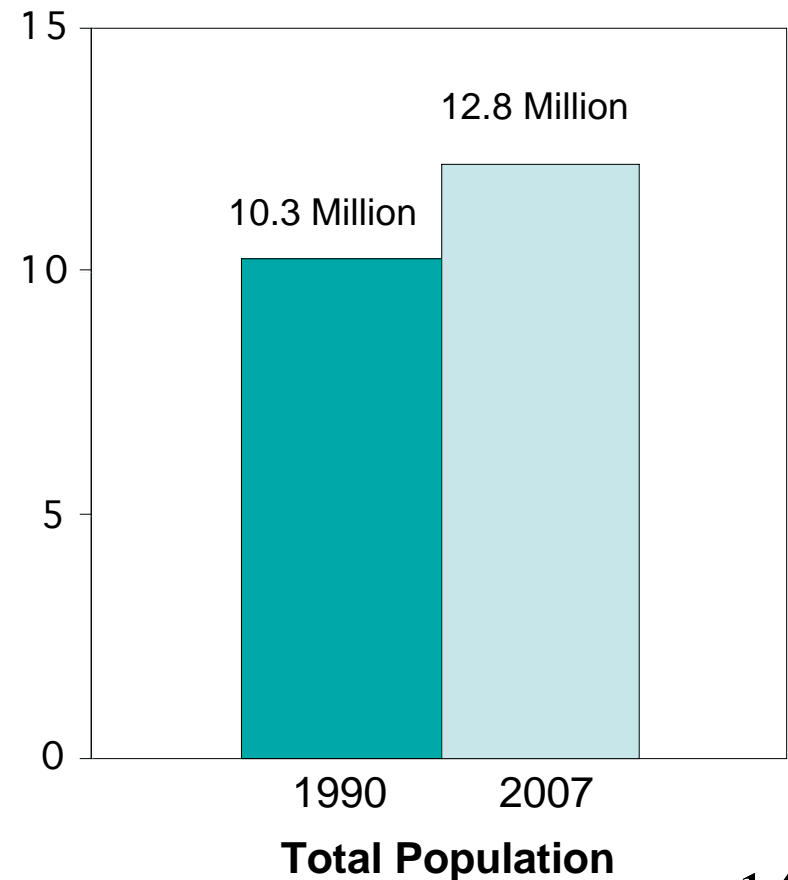
Changing Hospital Capacity



45% Decrease in Hospital Beds



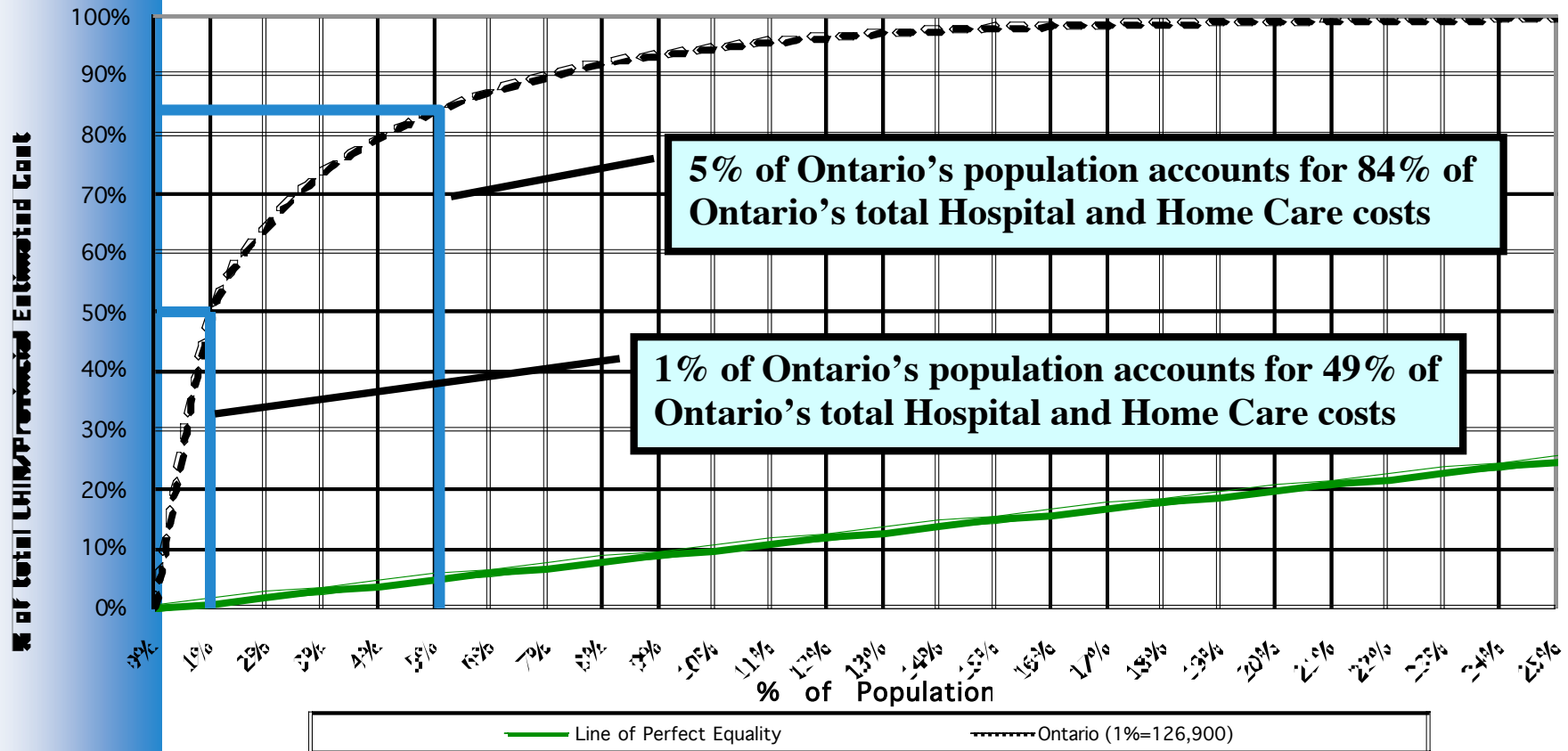
25% Increase in Population



Just a Few People Account for Most of the Costs



Healthcare Estimated Costs Cumulative Distribi



- μ The proportion of Ontario's total Hospital and Home Care estimated costs accounted for by each percentage of Ontario's population (dashed black line)
- μ The line of perfect equality indicates the shape of the curve if each person consumed exactly the same volume of service (solid green line)

Ontario Alternate Level of Care (ALC)



- In 2005, only 1,600 patients in acute care beds were waiting for an alternate level of care.
- By October 2008, the number had doubled to 3,000 people, occupying 19% of acute beds.
- There are over 4,500 ALC patients in acute care, complex continuing care, rehab and mental health beds which represents 17% of beds.

Ontario Alternate Level of Care (ALC)



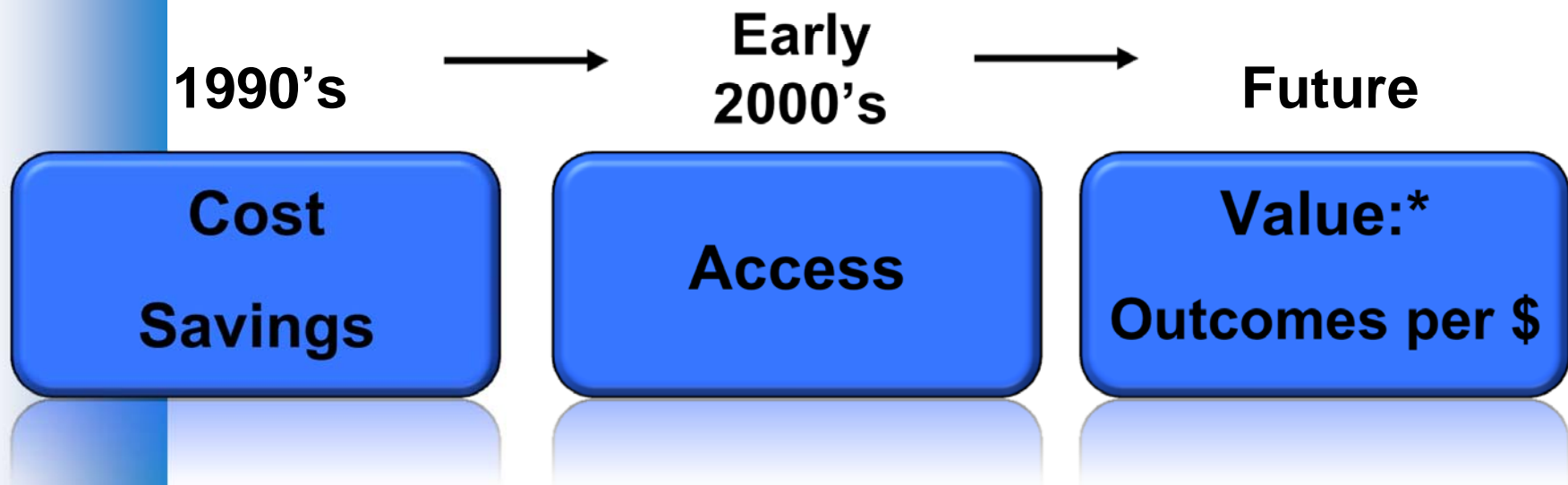
- On average, approximately 700 patients are waiting in the emergency department to be admitted to an inpatient bed.
- The North East LHIN has 26% of their hospital beds occupied with ALC patients.
- Does Ontario have the right mix of capacities of services?

Health Human Resources



- Availability of Health Human Resources is a major challenge facing the Ontario Health Care system.
- Survey conducted by the Canadian Institute of Health Information in 2007 comparing Ontario to other provinces shows fewer health care staff per capita.
- Does Ontario use its Human Resources well?

Evolution of Health Care Improvements in Ontario



**What is Value in Health Care*

Michael Porter, Institute for Strategy and Competitiveness, January 2009

Strategies for Improvement



1. Care Pathways
2. Capacity Planning
3. E-health
4. Health Human Resources
5. Performance Management

Care Pathways



- Identify diseases and patient groups that would benefit from greater standardization of care based on evidence.
- Focus on optimizing cost and outcomes across the continuum including wellness, acute care, chronic disease management and palliation.
- Overcome the challenges of getting providers and patients to follow the pathways.
- Achieve better outcomes and lower costs (i.e. value).

Capacity Planning



- Understand the prevalence of diseases and the implications of aging.
- Identify cost effective models of reducing the incidence of disease and caring for people (i.e. care pathways).
- Project future demands.
- Establish the appropriate mix of capacities and services.

- eHealth Ontario set up with the vision of “achieving excellence in healthcare by harnessing the power of information”.
- We should fully embrace e-Health to enable quality patient care.
- e-Health can help create a seamless system of providers resulting in better care for patients and reducing error and duplication.

Health Human Resources Planning



- Establish multi-stakeholder Health Human Resources Advisory Council reporting directly to the government.
- Use evidence that informs planning goals to enhance supply, distribution and mix of health professionals.
- Implement strategies to ensure the local supply of an appropriate mix of health professionals.

Health Human Resources Planning



- Implement strategies to achieve inter-professional care.
- Establish programs to improve executive and management leadership capacity.

Performance Management



- Publish Ministry of Health and Long-Term Care strategic directions.
- Develop coherent set of performance indicators and targets for LHINs and service providers linked to strategic directions.
- Enable public reporting to improve transparency and promote improvement.
- Make selective use of incentives to achieve performance expectations.

Closing



- Though the challenges are formidable, they can be addressed.
- The proposed strategies should make a major difference.
- I am confident that we can ensure that Ontario's health system is sustainable, accessible and achieves better outcomes.