



October 1, 2013

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## OXFORD HOSPITALS' JOINT SERVICES PLAN UPDATE

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**In March, 2013, the Boards of Trust for the three Oxford County hospitals** - Alexandra Hospital Ingersoll, Tillsonburg District Memorial Hospital and Woodstock Hospital, together with the South West LHIN – launched a Joint Services Plan. Focused on making a positive impact on the health of Oxford County patients, the Joint Services Plan will leverage the strengths across all three hospitals. Each hospital organization will remain as a separate entity, with three independent Boards of Trust, while working closer together to optimize existing patient capacity in our hospitals.

As part of the mission of the Joint Services Planning process, and to ensure that residents of Oxford County continue to have access to quality health services as close to home as possible, individual work stream groups comprised of front line team members, physicians and senior leaders from each hospital, as well as community partners, examined and developed a number of recommendations for identified areas of focus. To facilitate the process, the three hospitals collectively engaged Deloitte, as consultants, to guide the work stream groups through a set of established principles and encourage open, resourceful discussions.

### **PHASE 1**

The Oxford hospitals addressed three main priorities – Surgical Services; Pharmacy and Alternative Level of Care - with the following recommendations brought forward:

#### **Surgical Services:**

Recommendations for surgical services include a limited consolidation of elective eye procedures related to cataracts; scopes, specifically endoscopy and cystoscopy procedures; as well as additional provisions for targeted surgical services across Oxford County. The three hospitals will continue to conduct a detailed analytical review of where specialty clinics could be located in order to maximize surgical capacity, as well as attract physicians and specialists to Oxford County.

#### **Pharmacy Services:**

Recommendations for pharmacy services were comprised of various initiatives in support of further integration across the Oxford hospitals, including support for joint human resource needs, identification and recruitment; and joint education and training for staff.

### **Alternative Level of Care (ALC):**

Recommendations for ALC include an innovative regional approach to rehabilitative care that better matches the needs of Oxford County's aging population. It is important to note that on June 26, 2013, the South West LHIN Board of Directors passed a motion to support the direction of the South West Access to Care – Complex Continuing Care (CCC) and Rehabilitation realignment initiative. Specifically this included a decrease of 15 CCC beds in Oxford County (decrease of six CCC beds at TDMH and a decrease of nine beds at AHI) no later than March 31, 2015. Recommendations approved by the Oxford hospitals' Boards of Trust identified the same decrease in CCC beds for Oxford County but with an implementation timeline of three years for the closure of these beds. The Oxford Hospitals continue to work collaboratively with the South West LHIN to identify opportunities that support a coordinated and integrated approach that all partners can support.

### **PHASE 2**

While no final decisions have been made to date, the Oxford hospitals are beginning to work on Phase 2 of the Joint Services Plan Project, which includes implementation of the Phase 1 recommendations. The Oxford Hospitals' Joint Services Plan is targeted for completion in April 2014.

Phase 2 will focus on developing a long term vision and models for collaborative service delivery which address the current and the future needs of Oxford County residents. These include provisions across Oxford County for:

- Laboratory Services
- Mental Health and Addiction Services
- Stroke Prevention & Management
- Paediatric and Children's Health

In addition, the Oxford Hospital Boards will be investigating governance options, as a means to further improving quality and safety across the Oxford hospitals. This includes the identification of a preferred governance model that supports high performing boards in carrying out their work, with a specific focus on shared clinical best practices and decision-making. This will support the prominent components of each individual Board's strategic goals, as well as key quality performance outcomes across all Oxford facilities.

The Boards of Trust and administrative leadership of the three hospitals are fully committed to this joint services project. We take great pride in the leadership demonstrated by participants in the work stream groups. They have, and continue to bring forward, innovative, original solutions to complex issues, while maintaining a strong allegiance to the people they care for.

We are committed to a transparent and open process and to keeping our staff, physicians, volunteers and community informed as we move through this project. We believe through collaboration, we can develop a sustainable health care system for Oxford County that will benefit our patients, while endorsing our continuous commitment of providing high quality, compassionate care to our community.

Crystal Houze, Integrated President & CEO  
Alexandra Hospital, Ingersoll and  
Tillsonburg District Memorial Hospital