Update from the CEO
Open Board Forum– February 17, 2016

Mary Ackenhusen
President & CEO
We will be leaders in promoting wellness and ensuring care by focusing on quality and innovation

1. **Provide the best care**
   - 1.1 reduce unnecessary variation in care by using evidence-based protocols.
   - 1.2 improve clinical integration and quality by building regional programs, departments, and processes.
   - 1.3 build an integrated electronic health record.

2. **Promote better health for our communities**
   - 2.1 implement targeted health promotion and prevention initiatives to reduce the incidence of chronic disease.
   - 2.2 reduce health inequities in the populations we serve.
   - 2.3 coordinate care across the continuum of primary, community, home, and acute care.

3. **Develop the best workforce**
   - 3.1 maximize staff potential so they can do their best everyday.
   - 3.2 encourage a culture of respect, engagement, safety, and accountability.
   - 3.3 strengthen management and leadership capacity.
   - 3.4 partner with physicians to improve quality and implement performance accountability.

4. **Innovate for sustainability**
   - 4.1 optimize capacity, resource utilization, and productivity.
   - 4.2 encourage innovative service models and funding mechanisms.
   - 4.3 secure increased capital funding.
   - 4.4 do the most with the least environmental impact.
   - 4.5 continuously improve using LEAN thinking at all levels.

**People first**

*Vancouver Coastal Health*
Access to Primary and Community Care

- Implement Seniors Prototype Models of Care
- Create new spaces for VCH Addiction, Treatment and Prevention Service
- Transform MH&SU Services; implement ICM teams, ACT team and Hub
- Expand Hospice capacity and develop end of life guidelines, education and resources
- Implement Residential Care Rejuvenation
- Expand Residential Care Capacity in Richmond
- SPH Redevelopment
- Complete DTES Redesign
- Continue GP for ME

Access to Surgical Services

- Address Health Human Resource gaps
- Increase incremental volume for surgery and colonoscopy
- Address long waiting surgical patients
- Improve the number of patients treated within target
- Increase MRI access to support surgical needs

Rural Health Services

- Implement pool of travelling urban specialists
- Provide outreach clinics
- Expand Telehealth
- Develop Physician recruitment and retention strategies
- Partner in Joint Project Board initiatives
- Initiate Sustainable Rural Practice Communities Project
Enablers
1. Team Care
2. Standard Pathways and Protocols
3. Value Based Payments
4. Technology
5. Patient Empowered Care
### Our Health Care Report Card

**Improve Clinical Integration and Quality by Building Regional Programs, Departments and Processes**

<table>
<thead>
<tr>
<th>Time Frame</th>
<th>12 Month VCH Trend</th>
<th>Target</th>
<th>VCH</th>
<th>Vancouver</th>
<th>Richmond</th>
<th>Coastal</th>
<th>Providence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of patients waiting longer than 26 weeks for elective surgery (x)</td>
<td>Jan 28, 2016</td>
<td>&lt;= 20.0 %</td>
<td>22.4 %</td>
<td>23.1 %</td>
<td>9.4 %</td>
<td>22.8 %</td>
<td>24.8 %</td>
</tr>
<tr>
<td>Percentage of MRI exams completed within priority level target wait time – priority level 2</td>
<td>2015/16 Q3</td>
<td>=&gt; 75.0 %</td>
<td>28.0 %</td>
<td>Included in VCH</td>
<td>Included in VCH</td>
<td>Included in VCH</td>
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</tr>
<tr>
<td>Unplanned readmission rate to hospital within 30 days</td>
<td>2015/16 Q2</td>
<td>&lt;= 8.0 %</td>
<td>8.7 %</td>
<td>8.4 %</td>
<td>8.1 %</td>
<td>9.3 %</td>
<td>9.1 %</td>
</tr>
</tbody>
</table>

**Promote Better Health for Our Communities**

**System Level**

<table>
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<tbody>
<tr>
<td>ALC stay days as a proportion of total stay days (i,v)</td>
<td>2015/16 P1-11</td>
<td>&lt;= 6.6 %</td>
<td>6.9 %</td>
<td>3.4 %</td>
<td>11.3 %</td>
<td>13.6 %</td>
<td>6.2 %</td>
</tr>
<tr>
<td>Acute days per 100 community MHA clients</td>
<td>2015 Q3</td>
<td>Not Yet Available</td>
<td>103.7</td>
<td>121.0</td>
<td>73.8</td>
<td>85.8</td>
<td>Included in VCH</td>
</tr>
<tr>
<td>% of communities that have completed healthy living strategic plans (v)</td>
<td>2014/15</td>
<td>=&gt; 36.0 %</td>
<td>57.0 %</td>
<td>Not Available</td>
<td>Not Available</td>
<td>Not Available</td>
<td>Not Available</td>
</tr>
<tr>
<td>Average hospital days in the last 6 months of life by VCH decedents</td>
<td>2015/16 Q1</td>
<td>&lt;= 16.9</td>
<td>17.3</td>
<td>18.1</td>
<td>18.6</td>
<td>15.2</td>
<td>Included in Vancouver</td>
</tr>
</tbody>
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**Implement Targeted Health Promotion and Prevention Initiatives to Reduce the Incidence of Chronic Disease**

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<tbody>
<tr>
<td>Early childhood development index</td>
<td>2011-2013</td>
<td>&lt;= 29.5 %</td>
<td>33.0 %</td>
<td>35.0 %</td>
<td>34.0 %</td>
<td>30.0 %</td>
<td>Included in Vancouver</td>
</tr>
</tbody>
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**Coordinate Care Across the Continuum of Primary, Community, Home and Acute Care**

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<tbody>
<tr>
<td>% of face-to-face home nursing visits that were ambulatory (i)</td>
<td>2015/16 Q1-Q3</td>
<td>&gt;= 32.8 %</td>
<td>31.4 %</td>
<td>27.6 %</td>
<td>23.6 %</td>
<td>41.5 %</td>
<td>Not Applicable</td>
</tr>
<tr>
<td>Ambulatory care sensitive conditions admission rate per 100,000 population 75+ yrs</td>
<td>2014/15</td>
<td>&lt;= 2,690</td>
<td>2,451</td>
<td>2,434</td>
<td>2,465</td>
<td>2,485</td>
<td>Included in Vancouver</td>
</tr>
<tr>
<td>% of population attached to a family practice</td>
<td>2013/14</td>
<td>Not Yet Available</td>
<td>77.5 %</td>
<td>77.0 %</td>
<td>80.0 %</td>
<td>77.0 %</td>
<td>Included in Vancouver</td>
</tr>
</tbody>
</table>

**Develop the Best Workforce**

*Report Generated on: Feb 15, 2016*
Making a difference...

ED visits up 2.8%
Surgical cases up 1.8%
ED admission rate down 2.3%
ALC rate down 14.8%
Making a difference…

% of patients waiting over 52 weeks for surgery
Target: <2.0%

% of hip fractures completed within 48 hours of admission
Target: >90%
Making a difference…

% of positive feedback from ED patients: 86.2%
Target: >90%

% of patients waiting over 26 weeks for surgery: 22.4%
Target: <20%
Vancouver Coastal Health
Promoting wellness. Ensuring care.