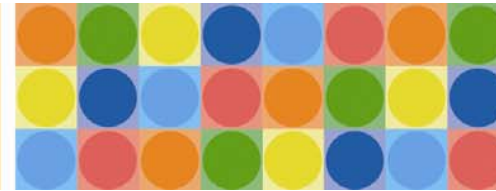


Bone and Joint Health



Integrating
Services Initiative

“Canadian Health System Comes of Age” Hip and Knee Arthroplasty

**May 28/29, 2008
Montreal, Quebec**

**Presented by Louisa Pothier
Capital Health, Edmonton Alberta**



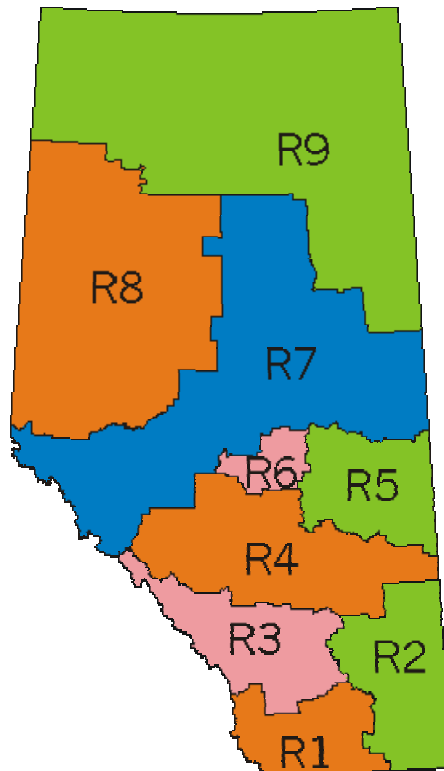
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Capital Health: Edmonton and Area



- One of Canada's largest integrated academic health regions
- 1 million population (Alberta: 3.4 million)
- Referral pop. - 1.6 M
- 2620 total joint replacements performed in 2007/08
- 1538 patients currently (March 2008) on the waitlist for a total joint replacement
- Provides specialized services such as Trauma/burn treatment, Organ transplants and High risk obstetrics
- Provides emergency/acute care, home care services, outreach programs, continuing care, public health, specialty clinics, mental health services, rehabilitation and prevention programs

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The change strategy for strengthening clinical integration directly supports the drive for improved quality at Capital Health



CLINICAL INTEGRATION

PROVIDING PEOPLE
CENTERED CARE

REDUCING
CLINICAL VARIANCE

ORGANIZING THE
CARE CONTINUUM

IMPROVING PROCESS
MANAGEMENT

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Bone and Joint Health Priorities

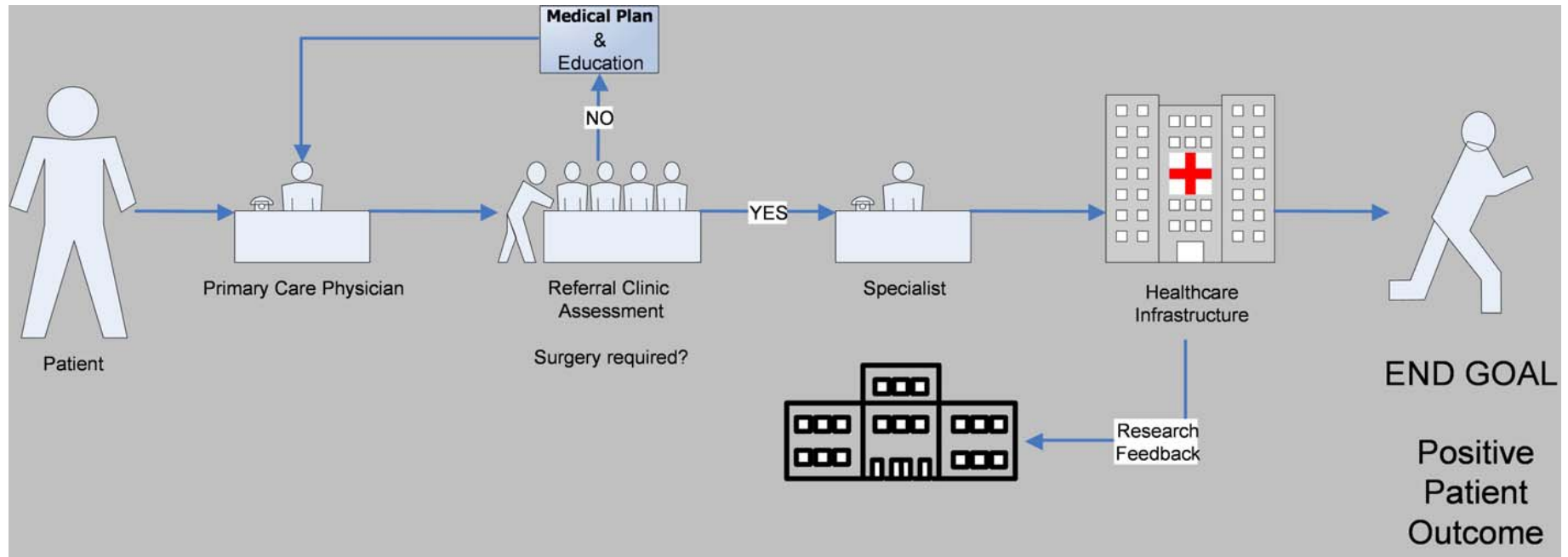
1. **Access to Services** - Surgical and non-surgical care
2. **Referral Process** - Single point of intake
3. **Standardization of Care** - Continuum
4. **Orthopaedic Medical Care** - Central clinic
5. **Resources** - Identified and dedicated
6. **Communication** - Primary Care Physicians
Community Support Services
Other Care Providers

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Continuum of Care; Alberta Bone & Joint



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Project Development

Step 1 – Provincial Pilot Project Development (Oct '04 – Dec '05)

- Sponsor:** Alberta Health and Wellness (AH&W)
- Partners:** AH&W, 3 Health regions, Alberta Bone & Joint Health Institute, Alberta Orthopaedic Society
- Deliverables:** Review Best Practice
Develop New Care Continuum
- Standardized referral from primary care physician
 - Medical/surgical optimization and patient/family preparation
 - Pre-surgical and surgical care map
 - Recovery and follow-up care
- Evaluation Framework

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Project Development (cont'd)

Step 2 – Capital Health Pilot Implementation (Jan '05 – Mar '06)

Deliverables: 500 additional cases

- One hospital. Dedicated OR theatre, inpatient beds
- Dedicated sub-acute
- Additional rehab (hospital and community) homecare

Evaluation: Provincial via Alberta Bone and Joint Health Institute

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Project Development (cont'd)

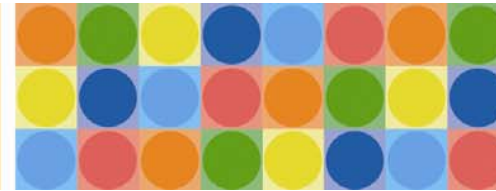
Step 3 – Capital Health Region-wide Implementation (Oct '06)

Deliverables:

- All service areas included: 3 hospitals, sub-acute, home care, community rehabilitation
- All arthroplasty surgeons in the region (30) included
- Waitlist amalgamated and updated
- Central Hip and Knee Clinic established by arthroplasty surgeons
- Provider education conducted (surgeons and family physicians)
- Change management strategies implemented
- Performance monitoring and evaluation – audits 2006 and 2007; patient satisfaction survey 2007

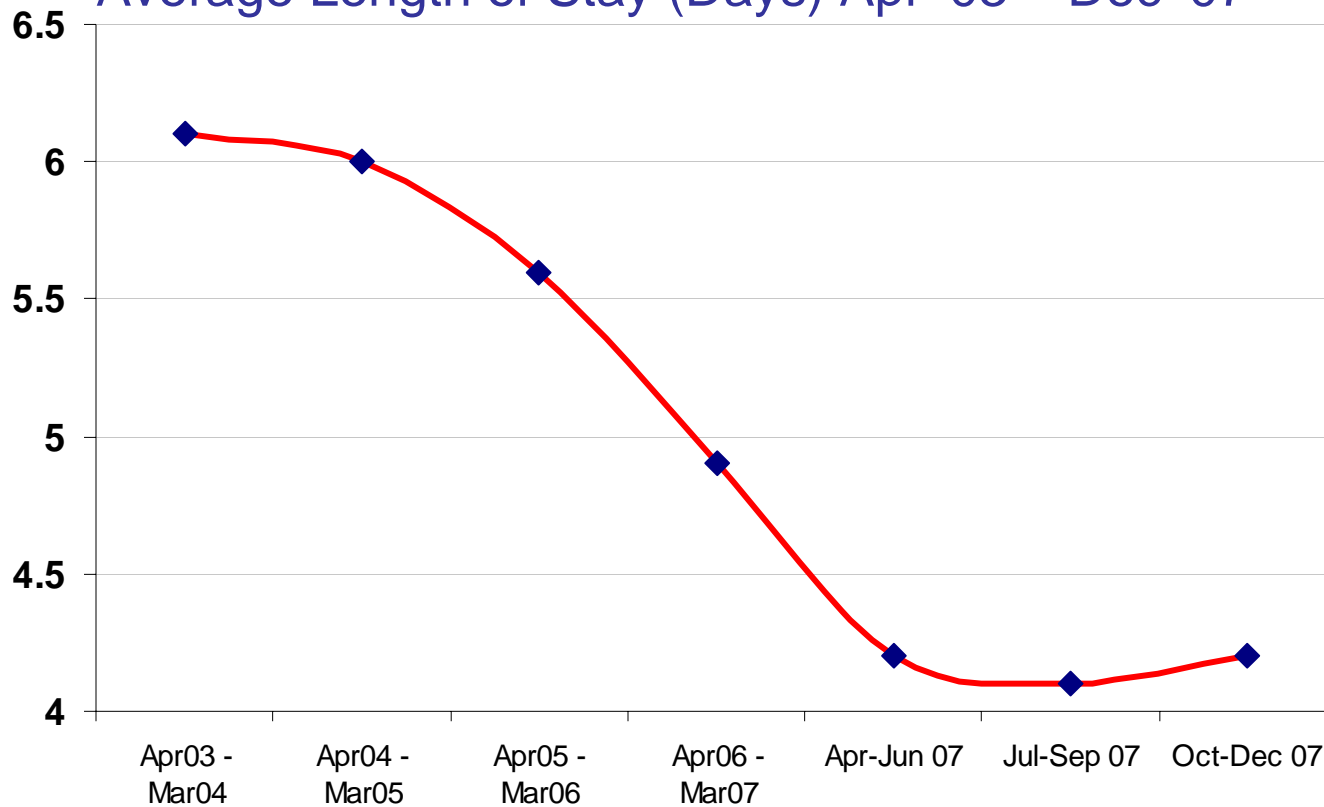
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Hip/Knee Arthroplasty Average Length of Stay (Days) Apr '03 – Dec '07



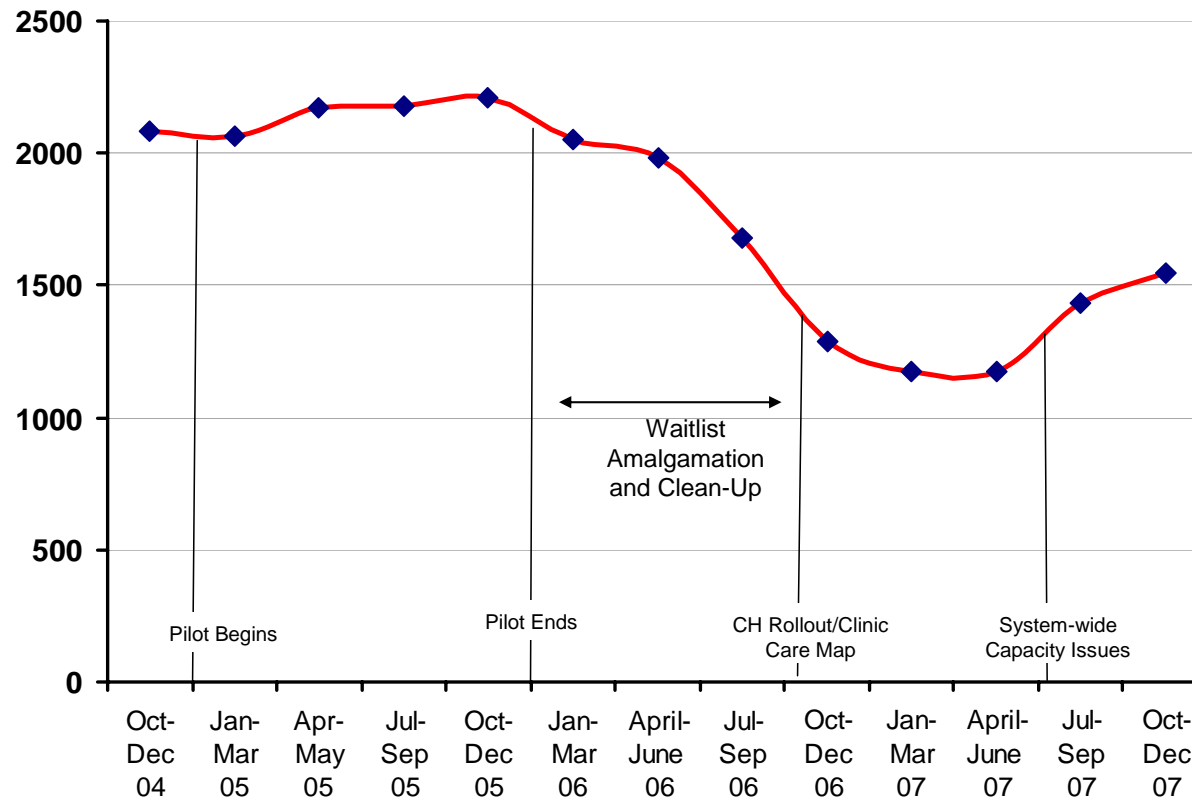
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Hip/Knee Arthroplasty Waitlist Numbers (Oct '04–Dec '07)

















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Hip/Knee Arthroplasty Performance Dashboard

QUALITY DIMENSION	TARGET	Oct-Dec 06	Oct-Dec 07
Acceptability	95% of patients satisfied with care experience	Not Measured	
Appropriateness	90% of care map indicators are within target		
Accessibility	90% of patients receive hip surgery in 26 weeks 90% of patients receive knee surgery in 26 weeks	 	 
Safety and Effectiveness	Length of Stay = 4.5 days or less		
Efficiency	100% use of dedicated OR resources		
Strategic Objective: To strengthen the extent to which bone & joint surgery is coordinated across people, functions, activities and sites over time so as to maximize the quality and value of services delivered to patients.		 90% - 100% of target  80% - 89% of target  0% - 79% of target	

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Successes

- Strong governance and administrative/medical leadership dyad
- Compliance with care continuum across region
- Progress towards attainment of targets
- Central point of patient entry via “Health Link”
- Central Hip and Knee Clinic - standardized preparation/post-op care
- Dedicated resources – acute/sub-acute, community, home care

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Successes (cont'd)

- Provider collaboration across disciplines and sites
- Strong partnerships with external stakeholders
 - Alberta Bone and Joint Health Institute
 - Orthopaedic surgeons
 - Other Health Regions
 - Alberta Health & Wellness
- High level of patient satisfaction

“I could not expect any better care than I received both from the hip & knee clinic and the complete staff of the hospital, both pre- and post-operation. Thanks to all of them.”

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Challenges

- Obtaining provider support and compliance
- Lack of integrated information systems and data
- Alignment with partners outside of Capital Health
- System Capacity Issues
 - Competing priorities for OR and bed resources (negatively impact volumes/wait times)
 - Staffing vacancies
- Ongoing involvement of all stakeholders
 - Communication of strategies and results
 - Education of new staff

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Lessons Learned.....

- Commitment and buy in
- Plan
- Timelines
- Communicate
- Resources available
- Monitor and evaluate

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Where Are We Going?

- Expand hip/knee arthroplasty approach to include revision arthroplasty
- Research
- Orthopaedic Surgical Centre – Opening in 2010
 - Purpose built facility for elective arthroplasty only
 - Will provide:
 - Certainty for patients (no emergency procedures)
 - Improved outcomes through staff specialization
 - Customer service and productivity focus

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Acknowledgements

- Alberta Health and Wellness
- Alberta Bone and Joint Health Institute
- Calgary Health Region
- David Thompson Health Region
- Orthopaedic Surgeons
- Capital Health Hospital and Community Administration and Staff
- Operational Policy and Integration, Capital Health

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