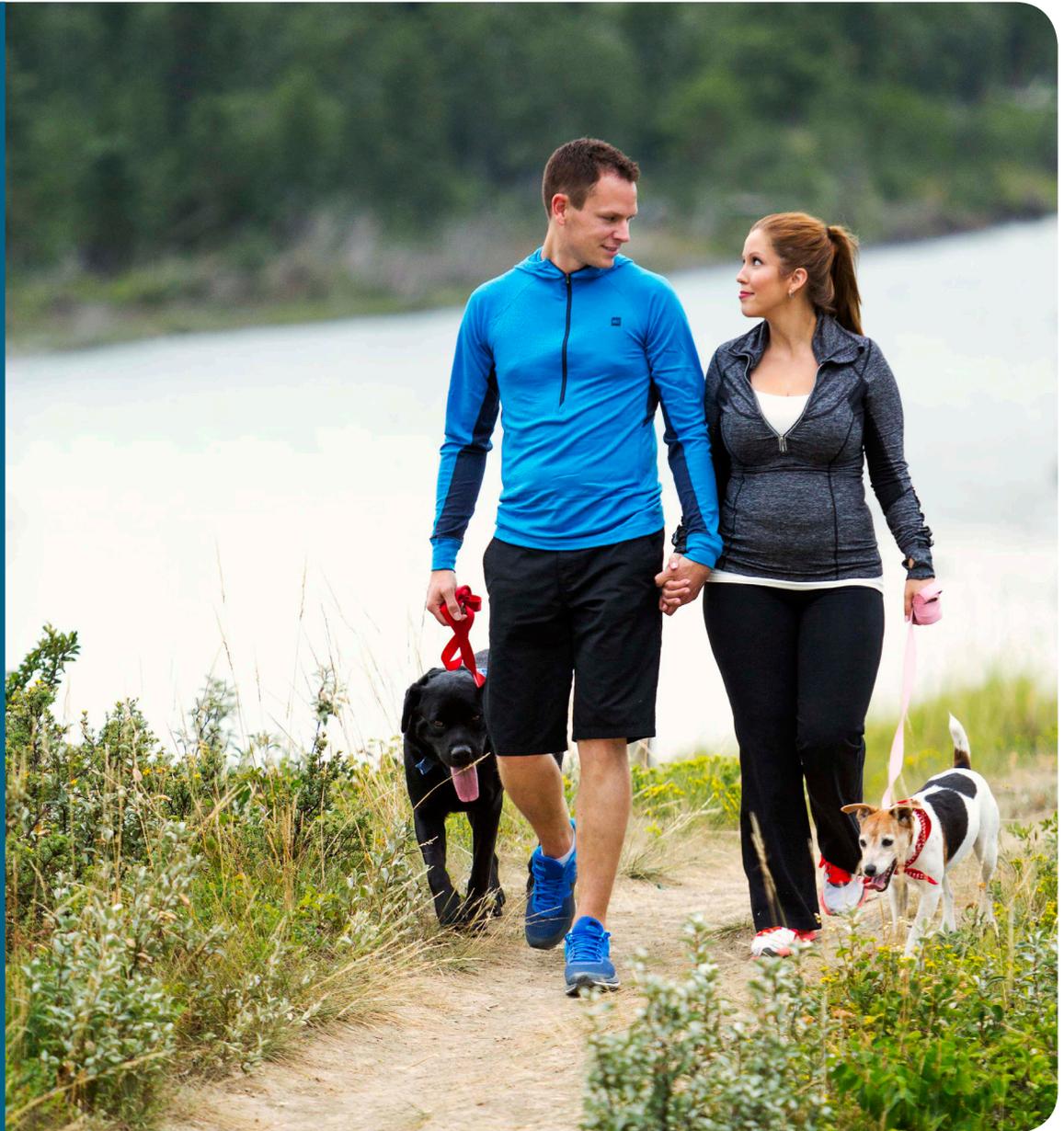


Calgary Zone Healthcare Plan:
Guidance for Health
Service Delivery

Strategy Overview



A plan for us

Alberta Health Services (AHS) recognizes every community in Alberta is unique and one health plan cannot fit all. That's why health plans are being developed in all five zones of AHS that will apply local solutions to local issues.

The Calgary Zone Healthcare Plan was developed following extensive consultations with hundreds of people who live in Calgary and its surrounding areas. It captures the current state of healthcare in the Calgary Zone, explains why change is needed and projects what healthcare should look like in the Calgary Zone over the next 15 years.

The plan contains tailored strategies to transform care for the 1.6 million people who live in Calgary-and-area communities, and to achieve the four provincewide goals of the AHS 2017-2020 Health Plan and Business Plan.

Those goals are to:

- Improve patients' and families' experiences.
- Improve patient and population health outcomes.
- Improve the safety and experience of our people.
- Improve financial health and value for money.

The Calgary Zone Healthcare Plan is intended to provide a blueprint for AHS leaders, community stakeholders and the public to visualize a desired future state — and, more so, to see themselves as part of it.

This report provides a summary of the Calgary Zone Healthcare Plan and work that needs to be completed in communities big and small throughout the zone. The unabridged report is available online at

www.ahs.ca/CalgaryZoneHCP.



The Case for Change

Alberta Health Services, like all health systems across Canada, is facing significant challenges that will negatively impact health outcomes if left unaddressed.

In Alberta, there are several overarching drivers of change.

- A growing and aging population.
- Complex and emerging health issues.
- Increased costs (factors include growing demand, infrastructure, high-cost technology and drugs).
- Geographic variation in healthcare resources.

We see these drivers of change in the Calgary Zone.

In 2017, 12 per cent of Albertans were 65 or older; that proportion is expected to rise to 16 per cent by 2026. Currently, the median age in the Calgary Zone is 36.5 years with a life expectancy of 83.5 years, the highest in Alberta.

Significant system capacity and flow challenges in the Calgary Zone are impacting the hospital system. From 2016/17 through 2017/18, adult acute care sites have been consistently overcapacity (meaning there are more people in the hospital than funded beds), with occupancy ranging from 100 per cent to 120 per cent. Emergency departments and urgent care sites have experienced a 2.8 per cent and 13.6 per cent activity increase, respectively, when comparing activity numbers from 2015 to 2017.

Because surgical capacity is prioritized to time-sensitive cases, many elective procedures have longer wait times. As of January 2018, there are more than 29,000 patients wait-listed for surgery in acute care facilities and non-hospital surgical facilities, a 34 per cent increase since 2016.

In 2016/17, almost 17 per cent of Calgary Zone's hospital capacity was being used by Albertans whose needs could be better met elsewhere through long-term care, supportive living or other community supports.

Growing demand is placing increasing pressures on Calgary Zone hospital inpatient units and emergency departments.

Strategies and initiatives

The Calgary Zone Healthcare Plan outlines five overarching strategies and related zone-specific priority initiatives — identified following extensive consultations with stakeholders, including people who live in Calgary and surrounding communities — designed to meet the zone’s current and future healthcare demands.

Strategy #1: Primary Care — Medical Home/ Health Neighbourhood

Create easy access to an integrated network of healthcare services in Calgary Zone communities that will support people not just when they’re ill or injured but when they want to maintain or improve their overall health and wellness.

Calgary Zone residents would each have a Medical Home within a Health Neighbourhood.

A Medical Home is a family physician practice where an individual feels most comfortable discussing personal and/or family health concerns. The family physician and a team of health professionals, that could include nurses, pharmacists, nutritionists and others, work collaboratively to address individual health needs.

The Medical Home is integrated within a Health Neighbourhood, which includes other health and social care services such as specialists, hospitals, laboratory, emergency medical services, home care, continuing care.

We want to provide Albertans with the ability to access their non-urgent healthcare needs through their medical home.

To achieve this goal, AHS will work with the Ministry of Health, primary care networks, and community-based services to improve integration. AHS will build on existing partnerships with Primary Care Networks in Calgary Zone. AHS’ Connect Care project, which involves the development of a shared provincial clinical information system, is an integral part of this strategy as it will provide individual Albertan’s health information to their entire healthcare team.

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Strategy #2: Enhancing Care in the Community

Move some services out of our busy hospitals and into community settings when it's safe to do so. Support people in their residences or in their community so they can enjoy the highest quality of life possible. By linking primary care, home care, outpatient services and other community health organizations, Albertans get comprehensive, appropriate care without requiring hospital admission.

There are seven high-priority initiatives within this strategy:

1. Enhanced home care

- Ensure home care teams have access to the right professionals to proactively respond to changing client and caregiver needs.

- Partner with primary care, housing authorities and addiction and mental health agencies to ensure seamless care integration.
- Reduce inequities in service access between urban and rural clients.

2. Restorative care across the continuum

- Convert some existing beds to support rehabilitation, giving people every opportunity to regain their strength and abilities and return to their home following discharge from hospital.
- Partner with acute care teams to facilitate timely transitions to appropriate restorative care settings.
- Adequately resource rehabilitation personnel and equipment at existing programs.

3. Addiction and Mental Health Supports for Children Youth and Families

- Define core services and expectations of existing services.
- Coordinate care with multiple community partners, including primary care, child services, education, justice and primary care.
- Secure appropriate staffing to deliver increased addiction and mental health services.

4. Assertive Community Treatment (ACT)

- Increase the number of ACT teams within Calgary Zone. ACT teams typically support adults who have severe and persistent mental illness and are unable to use traditional mental health services.

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5. Interprofessional outreach — community paramedics

- Have specially trained paramedics visit people in their homes to perform diagnostics and interventions that would normally be delivered in a hospital.
- Maximize scope of practice for professionals in the community setting.

6. Complex care hub '(Hospital at Home)'

- Provide selected patients — mostly the frail and elderly — with an alternative to conventional inpatient hospitalization by working with individuals, their family/ caregivers, home care, the Community Paramedic Program and their primary care providers.
- Explore partnerships with Primary Care Networks and develop care pathways to ensure continuity of care as people move between hospital and community.
- Develop a framework to test quality metrics and ensure Albertans are receiving high-quality care.

7. Palliative and end-of-life care (PEOLC)

- Increase access to specialized palliative consultation across all health sectors in urban and rural settings.
- Provide palliative education in all health sectors to increase capacity.
- Support equitable access by adapting existing community spaces for the purpose of providing PEOLC.
- Expand resources for electronic health records to enable the development of integrated care pathways.

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Strategy #3: Intersectoral Integration and Collaboration

Promote collaboration between the health system and different sectors of government and community to build a sustainable, healthy Alberta.

There are three initiatives within this strategy:

1. Adverse childhood experiences (ACE)

- Implement standardized ACE screening as part of routine health assessments.
- Develop trauma-informed intervention pathways for Albertans with high ACE scores.

2. Innovative spaces for living

- Work with community housing providers and other partners to create secure housing for Albertans with complex physical, behavioural and mental health needs.

- Provide staff with specialized training in complex behavioural supports and culturally safe care.

3. Complex high needs

- Create defined patient transition pathways for complex, high-needs patients from acute care to primary care and back.
- Develop integrated case management and navigation system.
- Develop criteria for identification and recruitment of clients.

Strategy #4: People-Centred Culture

Empower and enable Albertans to be at the centre of their healthcare team, improving their own health and wellness.

There are two initiatives within this strategy:

1. Virtual Health Services: E-Mental Health

- Provide access to a broader population by making mental health services and information available through home Internet and related technologies.

2. Age group transitions

- Provide accessible, appropriate and continuous care for youth with special healthcare needs as they transfer from pediatric/youth to adult care.

To provide better person-centred care for Indigenous communities, the Calgary Zone Healthcare Plan will eventually integrate the Calgary Zone Indigenous Health Plan when the latter is complete.

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Strategy #5: Acute Care Sustainability

Ensure hospitals are using their financial and human resources in an effective and sustainable way that strengthens the overall health system.

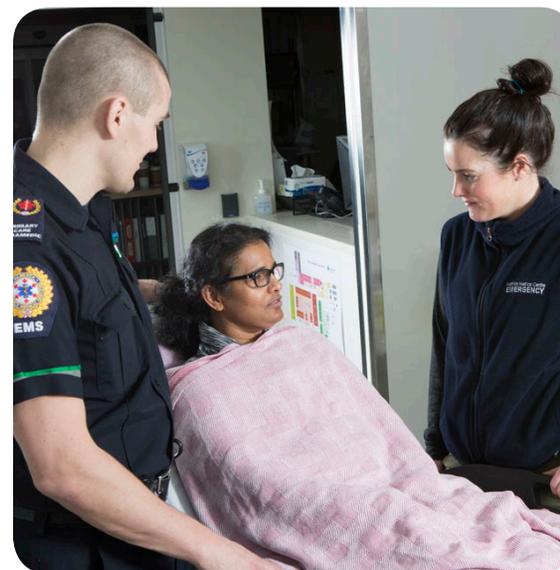
There are two initiatives within this strategy:

1. Shifting from inpatient to outpatient care

- Identify highest-priority opportunities for shifting from inpatient to outpatient care.
- Review current infrastructure within the community that may be able to decant services from hospitals.

2. Efficient and effective use of existing acute care spaces

- Evaluate shelled and vacant spaces to determine strategies to address the highest priorities.
- Review and evaluate future vacated space (e.g., Tom Baker Cancer Centre) for appropriate and priority service needs.
- Facility review to identify opportunities to decant services to a more appropriate, less acute setting.



Conclusion

The evolution of healthcare delivery in this province needs to push forward for Alberta Health Services (AHS) to deliver in a sustainable way the patient outcomes and patient experiences that Albertans expect and deserve.

We are pleased to embark on this journey in partnership with Albertans. Effective health system transformation is not possible without the input and commitment from the people we serve. AHS is grateful to residents in Calgary and surrounding communities who shared their time and thoughts with us during our in-person engagement sessions or through online feedback. Their contributions played a vital role in shaping this plan, and they'll continue to play an important role as the plan is implemented.

Likewise, transformational change cannot be achieved by AHS alone. We are reaching out to our many partners — including government ministries, unions, academic institutions, community agencies, individuals and their families — to refine, implement and monitor the strategies and priorities identified in the Calgary Zone Healthcare Plan.

Through it all, we will emerge a high-performing, sustainable healthcare system where care is provided in the right place; a system where hospital beds are available when needed; a system where team-based care is delivered closer to home; a system that's focused on wellness and illness prevention and not just illness.

We are confident that, together, we will realize our shared vision for healthcare in the Calgary Zone and throughout our province: Healthy Albertans. Healthy Communities. Together.



For more information, please contact
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www.ahs.ca



Healthy Albertans.
Healthy Communities.
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