

APPENDIX 5

*Regional  
Priorities*

**Local  
Health**

Future  
State

Provincial  
Priorities

**Achieving  
Health**

**Results  
that  
matter**

# PROGRAMS & SERVICES:

## A listing of existing resources in the South East LHIN

*FINAL July 2009*



# South East LHIN

Local Health Integration Network  
Réseau local d'intégration des services de santé



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## INTRODUCTION

### Purpose of the Study

The South East LHIN is required by the Ministry of Health and Long-Term Care (MOHLTC) to develop an Integrated Health Services Plan (IHSP). The plan will be presented to the Minister and will provide the basis for the coordination and integration of health services, and ultimately, the funding of these services by the LHIN.

An integral part of the IHSP is to understand both the demand for services and the supply of services. As a result, the LHIN has undertaken the development of the Regional Capacity Assessment & Projections (ReCAP) report which will provide the foundation for the present and future Integrated Health Services Plans.

This report provides information on existing programs and services (as of July 2009). The database information was then compared with provincial standards to assess gaps and trends.

### Methodology of the Study

To undertake the study, the following secondary source data was collected:

*Local Program and Service Data:* Local program and service data was collected, reviewed, and information was extracted to develop a database of local programs and services across the LHIN. Programs and services included community services, mental health and addictions services, long-term care and hospitals.

#### *Sources of data included:*

- Service level agreements
- Management Information System (MIS) data: Financial and staffing information was collected to the greatest extent possible from available MOHLTC data
- MOHLTC online health-care indicator tool (HIT Tool): All year-end and quarterly data as well as a breakdown of financial data sets by functional centre
- Location of programs: Programs and services within the LHIN catchment area were mapped using postal codes
- National and provincial program and service data: MOHLTC program and service data were collected for hospitals and mental health and addictions services. Additional literature and data was obtained from the MOHLTC website and from Health Canada and Statistics Canada.

#### *Limitations of the Report*

The following are limitations:

- For those organizations where the only financial data available was from the MIS database, the information provided in the programs and services database developed is based on LHIN-related base funding which does not represent the total budget for the organization.
- There is limited information of volunteer service and for the provision of services in French language.
- No information about waiting lists, or lengths of waiting time for services was analyzed.



- No information from consumers about quality of services was analyzed.
- Few organizations have undertaken evaluations of programs and services to identify strengths and limitations of services.

## Organization of the Report

The study reports information from the data collected. Section 2 begins with a description of programs and services within the South East LHIN, followed by a discussion of issues that were identified, trends, and gaps. The findings are then discussed and where possible conclusions are provided.

### *Programs and Services Overview*

Throughout this section, unless otherwise noted, the data presented is drawn from the sources listed in section 1.2 of this report. The programs and services analysis is largely based upon existing information as it was presented in the service level agreements received.

#### *Location of Services*

All information included in this section is comprised from the information available to the South East LHIN. The number and types of organizations are shown based on the postal code information that is available to the LHIN.

The South East region extends from Brighton on the west to Prescott and Cardinal on the east, north to Perth and Smiths Falls, and back to Bancroft (Map 1). Service locations are dispersed throughout the LHIN geography, with concentrations of services in the urban areas.

#### *Types of Services:*

There are eight sectors that the South East LHIN is responsible for funding and planning. The following figure describes the types of services within each sector.

Sector	Number of Organizations
Hospitals	7
Long-Term Care	34
Mental Health	14
Addictions	5
Community Health Centres	4
Family Health Teams	14
Community Care Access Centre	1
Community Support Services	32
<b>Total Organizations</b>	<b>111</b>

In total, there are currently 111 funded organizations in the South East LHIN.

### *Hospitals*

Map 2 (Appendix B) indicates the locations of hospitals throughout the LHIN. The following is a list of the 7 hospital organizations within the South East region and an overview of their services and capacity.

#### *Quinte Health Care Corporation (QHC; Multi-Site)*

There are four sites within the QHC Corporation; QHC Belleville General (*Belleville*), QHC Trenton Memorial (*Trenton*), QHC Prince Edward County Memorial (*Prince Edward County*), QHC North Hastings (*Bancroft*). The following is a description of service provided by each of the four QHC sites:

QHC Belleville General - is the largest of the four hospital sites with a total of 206 beds. Services include: ambulatory care, cardiology, obstetrics and gynecology, complex continuing care, oncology services, diabetes education centre, oral surgery, diagnostic imaging (ultrasound and CT scanning, nuclear medicine), orthopedics, emergency medicine, pediatrics, ENT, pathology, family practice, pharmacy, general surgery,



physiotherapy and occupational therapy, intensive care, psychiatry/mental health, internal medicine, speech and language, children's treatment centre, crisis intervention, ACTT, laboratory medicine and urology.

2. QHC Trenton Memorial - with 70 inpatient beds, supports primary and some secondary care including emergency services, complex continuing care, AND medicine/surgical. QHC Trenton Memorial site is the district centre for ophthalmology services. Other services are provided in physiotherapy, diagnostic imaging, laboratory, and outpatient clinics including the Ontario Breast Screening Program.

3. QHC Prince Edward County Memorial - with 30 inpatient beds, provides care to the residents of the community with services including complex continuing care, a diabetes education centre, emergency services, laboratory, obstetrics (low-risk), outpatient clinics (including crisis intervention, general surgery, gynecology, internal medicine, orthopedics, urology and dialysis), pharmacy, physiotherapy, radiology and outpatient surgical services.

4. QHC North Hastings - a rural acute care hospital site with 10 inpatient beds, provides a variety of services including a diabetes education centre, diagnostic services, emergency department and outreach clinics specializing in obstetrics/gynecology, urology and telepsychiatry.

#### ***Kingston General Hospital (KGH; Kingston)***

KGH is a 456-bed teaching hospital, affiliated with Queen's University and is the community hospital for the Kingston area. KGH provides a range of specialized acute and ambulatory clinical services including trauma, cardiac, stroke, pediatric, perinatal, end stage renal and stem cell transplants. KGH also is home to the Cancer Centre of Southeastern Ontario. KGH supports an academic research as well as provides hands-on skill training for 1,900 health care students annually.

#### ***Hotel Dieu Hospital (HDH; Kingston)***

Hotel Dieu Hospital is the ambulatory care teaching hospital located in Kingston. Specialized services include outpatient pediatrics, ophthalmology, diabetes education, breast assessment, day surgery, urgent care and mental health programs. Affiliated with Queen's University, HDH is responsible for research and training health care professionals.

#### ***Providence Care (PC; Kingston)***

Located in Kingston, Providence Care provides care related to rehabilitation, specialized geriatric care, complex continuing care, specialized mental health care, palliative care and long-term care. Through their affiliation with Queen's University, the hospital is responsible for teaching and research.

#### ***Lennox & Addington County General Hospital (LACGH; Napanee)***

The Lennox & Addington County General Hospital provides both general medicine and general surgery. In partnership with KGH, a wide range and scope of clinics services are provided. Emergency services are available 24 hours a day, treating 24,000 patients last year. The hospital currently operates 52 beds and offers a comprehensive range of diagnostic services supported by a well equipped laboratory and diagnostic imaging department.

#### ***Perth and Smiths Falls District Hospital (Multi-Site)***

There are two sites within the Perth and Smiths Falls District Hospital offering similar services and in relatively close proximity to one another. The locations of this hospital are Perth and Smiths Falls. There are 63 medical and surgical beds available between both sites. Services include general medicine, internal medicine, general surgery, dental surgery, ENT, orthopedics, urology, obstetrics, gynecology, anesthesiology, pediatrics, complex continuing care and emergency services.



### ***Brockville General Hospital (BGH; Brockville)***

BGH is a 141 bed hospital with specialty services that include various ambulatory clinics, emergency services, diagnostics, surgical services, ECG, cardiac services, respiratory therapy and is a screening site for the Ontario Breast Screening Program.

### ***Long-Term Care***

Long-term care homes are intended for people who require 24-hour nursing care and supervision within a safe setting. These homes are owned and operated by various organizations. Nursing homes are usually operated by private corporations while municipal homes for the aged are owned by municipal councils. Municipalities are required to operate a home for the aged in their area, either on their own or in partnership with a neighbouring municipality. Charitable homes are usually owned by non-profit corporations, such as faith, community, ethnic or cultural groups.

As shown in Map 3 (Appendix B), there are some pockets of concentration long-term care facilities, but for the most part, these homes are scattered throughout the LHIN, in rural areas and cities and towns. There are 3,778 beds (short and long-stay) in total.

#### **Beds in Operation:**

New Beds – 1,224

A Beds - 331

B Beds - 997

C Beds – 1,085

D Beds - 78

Interim Beds - 45

Short Stay Beds - 18

Total Beds – 3,778

### ***Mental Health***

Mental health programs and services include specialized hospitals and mental health agencies. Map 4 (Appendix B) indicates the locations of mental health services/programs.

#### ***Brockville and Area Centre for Developmentally Handicapped Persons Incorporated***

Clients receiving services are characterized as being 16 years of age or older who are experiencing a mental health crisis or distress. The following are of LHIN-funded services:

- Crisis intervention
- Distress centre – offering toll-free telephone services
- Living works suicide intervention workshops in Lanark, Leeds and Grenville

#### ***Canadian Mental Health Association, Leeds-Grenville Branch:***

Clients receiving services are characterized as being 16 years of age or older who are experiencing a serious and persistent mental illness or adult family members of individuals with mental health, concurrent disorders or dual diagnosis issues. Clients may also include transitional aged youth (16-18 years old) before the courts and experiencing mental health, concurrent or dual diagnosis issues (limited services to those under this age as required by the courts); adults who reside in rural catchment areas whose transportation needs are restricted. In addition, youth attending grade 10 receive suicide awareness and anti-stigma workshops. The following are LHIN funded-services and annual usage:

- Mental health diversion and court support – 130 individuals served in 2007/2008
- Mental health social rehabilitation/recreation – 2,231 individuals served in 2007/2008
- Health promotion and education – 1,559 individuals served in 2007/2008



- Consumer survivor initiatives – family initiatives – 159 individuals served in 2007/2008.

#### *Frontenac Community Mental Health Services*

Clients served are individuals 16 years of age or older living with severe and persistent mental illness and/or clients with co-occurring disorders such as developmental disability, forensic, geriatric and addictions. The following are LHIN-funded services and usage rates in 2007/2008:

- Residential services – 18 bed high support housing beds; 10 medium/high support housing beds; 87 low to medium support housing; 44 rent supplement housing
- Vocational program – provides support to achieve competitive employment for clients – 143 individuals
- Case management services – provides clinical treatment and support services to clients and to persons released from forensic unit – 372 individuals
- Court support services – provides post-charge advocacy and linkage for individuals who commit minor offences – 127 individuals
- Assertive Community Treatment Teams – provide intensive support and comprehensive treatment to individuals diagnosed with severe and persistent mental illness – 187 individuals
- Crisis services – provides 24-hour crisis intervention to individuals to help them avoid hospitalization via mobile crisis response and a 24/7 crisis telephone line response. Short-term crisis beds are available to persons in acute situations not requiring hospitalization or as a diversion to criminal justice system – 288 individuals
- Family Resource Centre (FRC) – provides resource materials to broader community on issues related to mental health. FRC provides support to families of persons experiencing mental health issues.

#### *Leeds and Grenville Rehabilitation & Counseling Services*

Clients served are individuals 16 years of age or older living with severe mental illness and/or mental health problems. Services are also provided to those persons who are experiencing acute situational distress. The following are LHIN-funded services and usage rates in 2007/2008:

- Intake/ assessment counseling
- Intensive case management – 618 individuals
- Vocational programs – 99 individuals
- Therapeutic, social , recreational and wellness programs – 120 individuals
- Life skills rehabilitation
- Range of supported and supportive housing options from a 24/7 group home, crisis bed, less supervised group homes, cooperative housing to independent rent geared to income housing. Housing includes: 26 units in housing program; 11 units in housing program; 51 units in homeless; 22 independent agency owned apartments; 27 group home beds including one crisis bed – 147 individuals served with housing supports.

#### *Lennox & Addington Community Mental Health Services Inc.*

Clients are individuals experiencing acute and chronic symptoms of serious mental illness and addiction. The following is a list of LHIN-funded services and their usage rates in 2007/2008:

- Case management – 164 individuals
- Community support services
- A criminal justice program consists of two main components – release from custody program that assists mentally ill persons with reintegration into the community and case management that includes programs to decrease the risk of recidivism
- Counseling and treatment – 234 individuals
- Concurrent disorders
- Diversion and court support – 43 individuals
- Social rehabilitation/recreation – 28 individuals



- Addictions treatment – there are six main components to substance abuse treatment: assessment and treatment planning; community-based treatment; outpatient counseling; case management and referrals; youth programs for children and youth affected by their own abuse or the substance abuse of others; family support services; and a needle exchange program
- Addictions treatment – problem gambling
- Crisis Intervention – 661 individuals
- Residential mental health – provides support within housing
- Rent supplement – 18 individuals

#### *Mental Health Services-Hastings Prince Edward*

Clients are individuals 16 years of age or older with serious mental health issues defined primarily by schizophrenia, mood disorders, personality disorders, post traumatic stress disorders, concurrent disorders, dual diagnosis, anxiety disorders, dissociative disorders, dementia and cognitive disorders with pre-existing SMI. The following are LHIN-funded services and their usage rates (2007/2008):

- Case management – 1,077 individuals
- Court diversion – 157 individuals served in 2007/2008
- Social rehabilitation/recreation – 201 individuals
- Support within housing – 113 individuals served
- Consumer survivor initiative
- Marketed services residential mental health

#### *Mental Health Support Network - Hastings Prince Edward Corporation*

Clients are individuals 16 years of age or older with a self-identified mental health issue. The following are LHIN-funded services:

- Peer Support – support groups between individuals struggling with mental illness
- Education
- Activities – lunches, trips, games and hobbies
- Advocacy – assistance in dealing with demands and agencies that impact their lives
- Resources – books, pamphlets and other information sources are provided to clients
- Employment – assistance in job searches and volunteer opportunities
- Computer – assistance with learning how to operate computers
- The peer support network and self-help group initiatives served 225 individuals in 2007/2008.

#### *Perth and Smiths Falls District Hospital*

Clients are individuals 16 years of age or older experiencing moderate to serious mental illness; seniors in need of dementia-related specialized assessment/consultation; and female victims of sexual assault. LHIN-funded services include:

- Case management
- Counseling and treatment
- Diversion and court support
- Abuse services
- Social rehabilitation and recreation
- Crisis intervention
- Housing support (rent supplement)

In addition, there are two services in affiliation with regional hospitals: geriatric psychiatry outreach (Royal Ottawa Health Care Group and Providence Care); general psychiatry assessment and consultation (Royal Ottawa Health Care Group)



### *Providence Care - Kingston*

There are a variety of individuals who are provided with care at Providence. LHIN-funded services include:

- Attendant care outreach program – for individuals 16 years of age or older who are willing and able to direct their own care but may be in need of physical assistance with personal care
- Psychogeriatric specialty outreach services – targeted to older clients with late onset cognitive or responsive-associated behavioural needs
- Dual diagnosis community outreach team – for individuals 16 years of age or older with an intellectual disability, autism or pervasive developmental disorder with a suspected or diagnosed mental illness or behavioural disorder
- Community treatment order program - for individuals 16 years of age or older with a serious mental illness who voluntarily choose to receive treatment and supervision in the community that is less restrictive than a psychiatric facility
- Hildegard Centre – for persons 55 years of age or older with dementia or complex care needs requiring a safe and stimulating environment
- Regional Community Brain Injury Services – for individuals 18 years of age or older with a diagnosed moderate to severe acquired brain injury
- Telepsychiatry – for individuals 18 years of age or older with mental health issues in a tertiary setting
- Psychogeriatric resource consultants – front-line staff in long-term care homes and community support agencies who provide service to older individuals with complex cognitive or mental health needs and associated behavioural disorders

### *Quinte Health Care*

There are two main agencies within QHC offering services in mental health:

- Hastings Prince Edward Counties Assertive Community Treatment Team – for individuals 16 years of age or older with long term and serious mental health issues. Priority is given to people with schizophrenia or other psychotic disorders and those with bipolar disorder who have two or more admissions to hospitals or one admission to hospital lasting longer than 30 days. Other people provided with priority services are those with high use of Schedule 1 hospital services or specialty hospital services, tertiary level services or psychiatric emergency services and/or coexisting substance abuse problems or clients who have significant functional impairments demonstrated by the inability to perform a range of daily living activities
- Crisis Intervention Centre – for individuals 16 years of age or older in crisis who require help to resolve immediate crises and stabilize psychological/psychiatric conditions

### *Hotel Dieu Hospital - Kingston*

There are three main mental health programs:

- Early intervention in psychosis – for individuals aged 14 to 35. Goal is to reduce the duration of untreated psychosis, decrease the utilization of inpatient hospital beds while actively targeting recovery of social functions and maintaining recovery for the first five years of care
- Mental health eating disorders – targeted to individuals 18 years of age or older diagnosed with anorexia nervosa, bulimia nervosa and eating disorders not otherwise specified
- Detoxification centres – assisting in the non-medical withdrawal from drugs and alcohol, includes 24-hour phone support

### *Sexual Assault Centre Kingston Incorporated*

For females 16 years of age or older who have experienced sexual violence. Services include feminist client-based counseling and up-to-date resources on issues related to sexual violence and other community supports. In 2007/2008, 60 women utilized these services.

### *Sexual Assault Crisis Centre Quinte and District*

For individuals 16 years of age or older who have been victims of sexual violence. Group and one-on-one counseling services are provided. In 2007/2008, 40 women utilized these services.



### *Youth Habilitation Quinte Incorporated*

For individuals between the ages of 16 and 24 (transitional age) who have housing needs and symptoms of mental illness. Clients are connected to adult service systems during their stay. LHIN-funded services and their utilization in 2007/2008 include:

- Case management mental health – 178 individuals
- Counseling and treatment – 139 individuals
- Support within housing – 102 individuals
- 14 supported housing units – 102 individuals

### ***Addictions Services***

Addictions programs and services include those targeted at gambling and substance abuse. Map 5 (Appendix B) indicates the locations of addictions services/programs.

#### *Addictions Centre Hastings Prince Edward*

For community outpatients 16 years of age or older with problematic substance abuse, gambling and/or concurrent disorders. Clients in the residential addiction treatment program are males 21 years of age or older with problematic substance abuse and concurrent disorders. LHIN-funded services include:

- Concurrent disorders services
- Substance abuse program
- Initial assessment and treatment plan
- Residential addiction treatment services
- Problem gambling prevention

#### *The Brock Cottage Incorporated*

Clients served at Brock Cottage are exclusively male; female clients are served at Tennant House. All clientele must meet MOHLTC standardized admission criteria and be afflicted with a severe and persistent addiction. There is no specialized program for concurrent disorders. In 2007/2008, 107 individuals were provided drug and alcohol rehabilitation.

#### *The Governing Council of the Salvation Army in Canada –Kingston Harbour Light*

For males 18 years of age or older with problematic substance abuse. LHIN-funded services include:

- Addictions treatment for substance abuse
- Initial assessment and treatment planning
- Residential action for substance abuse – 128 individuals served in 2007/2008

#### *Options for Change: Community Addictions Treatment Services*

For any individual with substance abuse and problem gambling or women who are pregnant and substance involved. LHIN-funded services and their utilization in 2007/2008 include:

- Case management – 314 individuals
- Assessment and treatment – 1,524 individuals
- Problem gambling prevention and awareness – 960 individuals
- Mental health concurrent disorders

#### *TriCounty Addiction Program*



For individuals aged 10 years of age or older who are challenged by substance use, problem gambling, concurrent disorders, and/or crises while in correctional services. LHIN-funded services and their usage rates in 2007/2008 include:

- Case management – 1,811 individuals
- Initial assessment and treatment – 865 individuals
- Substance abuse treatment – 1,082 individuals
- Problem gambling treatment – 106 individuals
- Problem gambling awareness and education
- Concurrent disorders – 284 individuals
- Crisis intervention – 21 individuals
- Health promotion and education

### ***Community Health Centres***

Community Health Centres (CHCs) are non-profit organizations that provide primary health and health promotion programs for individuals, families and communities. A health centre is established and governed by a community-elected board of directors. The LHIN has four Community Health Centres, located in Kingston, Merrickville, Portland and Tweed as shown in Map 6. Satellite CHCs are also in Smiths Falls and Napanee. A fifth CHC plus a satellite are under development for Belleville and Quinte West respectively.

#### ***Country Roads Community Health Centre***

Provides services for individuals aged 0-18, seniors, low income persons and those living in rural areas. LHIN-funded services include:

- Primary health care
- Illness prevention
- Health promotion
- Capacity building

#### ***Gateway Community Health Centre***

Provides services for individuals in rural areas and those at risk due to issues such as poverty, illiteracy, mental health, seniors, addictions and age. LHIN-funded services include:

- Access to primary care
- Early Years Program: a health promotion and educational program ranging from how to properly cradle babies to providing playgroups
- Community capacity building

#### ***Kingston Community Health Centre***

Provides services for individuals who may be marginalized or face multiple barriers in everyday life, due to low income, illiteracy, chronic diseases, sex trade workers, drug addiction, history of incarceration and off-reserve aboriginals. There are four sites of care within the Kingston CHC:

- North Kingston CHC offers interdisciplinary primary health care and health promotion.
- Street Health Centre provides an inner-city health partnership offering primary health care.
- Better Beginnings for Kingston Children provides individual or group programs for peri-natal care and peer support as well as school readiness programs to assist pre- school children in succeeding.
- Napanee and Area CHC offers community outreach and information and an off-reserve aboriginal outreach program.



### *Merrickville District Community Health and Services Centre*

Individuals given priority include seniors, former residents of the Rideau Regional Centre, families with young children and pregnant women and the population living in designated underserved areas. Merrickville District Community Health and Services Centre operates the Smiths Falls CHC and the Merrickville CHC as well as the Rideau Valley Diabetes Service. LHIN-funded services include:

- Primary health care
- Chiropody
- Dietitian/nutritionist
- Health promotion and community development
- Respiratory therapy
- Social work
- Community nursing program
- Nursing foot care
- Smoking cessation
- Early Years Program
- Diabetes education
- Oral health initiative

### ***Family Health Teams***

Family Health Teams (FHTs) are groups of health-care experts, such as physicians, nurse practitioners, nurses, social workers and dietitians who work together to provide primary care for a group of patients. They provide a wide range of services including health promotion, treatment services, chronic disease management and prevention, rehabilitation and palliative care.

They provide after-hours coverage to provide health advice and care so their patients do not have to go to busy hospital emergency departments for non-urgent care. They also help patients navigate their way through the other parts of the health-care system to receive the best possible care.

FHTs are a new approach to delivery of front-line, family medical services. As shown in Map 7, there are 14 Family Health Team within the LHIN. The following is a list of the family health teams in South East and the locations of their main operations:

- Athens and District FHT – Athens
- Bancroft FHT – Bancroft
- Brighton/Quinte West FHT – Brighton
- Brockville FHT – Brockville
- Kingston FHT – Kingston
- Central Hastings FHT – Madoc
- Maple FHT – Kingston
- North Hastings FHT – Bancroft
- PFMMA FHT – Prescott
- Prince Edward FHT – Picton
- Queen's FHT – Kingston
- Community Primary Health Care (CPHC) Brockville Community FHT – Brockville and Gananoque sites.



## ***Community Care Access Centre***

Community Care Access Centres coordinate services for seniors, people with disabilities and people who need health-care services in the community to help them live independently in their own homes for as long as possible. The CCAC also provides information and coordinates professional, personal support and homemaking services for people living in their own homes and for school children with special needs. Additionally, the CCAC will assist in making arrangements for admission to long-term care facilities. In 2007/2008 the South East CCAC served 33,731 clients and experienced total visits (face-to-face and telephone) of 453,712 individuals. The South East CCAC has 7 offices. They are located in Smiths Falls, Brockville, Kingston, Selby, Northbrook, Belleville and Bancroft. Map 8 shows the locations of the Community Care Access Centre offices.

## ***Community Support Services***

Community Support Services (CSS) help individuals to maintain safety and independence. Services are delivered either in the home or in different locations around the community. Organizations that provide these services can be either non-profit corporations or private companies. Community Care Access Centres (CCACs) help in defining individual needs and situations, determining support services that might be eligible for CSS services, locating providers and applying for care. The CCAC also provides information about the availability of financial subsidies for particular CSS service options.

The following is a summary of LHIN-funded community support services within the South East. Map 9 shows all agencies across the LHIN.

*Alzheimer Society.* There are 5 Alzheimer Societies within the South East: Belleville, Kingston, Lanark, Leeds-Grenville and Prince Edward County. These services are targeted to those individuals with memory loss, Alzheimer's disease and related dementia. Also served are health professionals and informal caregivers. LHIN-funded services provided include:

- Full-time public education coordinator
- Information and support group sessions for persons with dementia
- Information and support group sessions for caregivers
- Mobile offices
- Individual counseling for persons with dementia and/or for caregivers
- Outreach programs to caregivers and businesses
- Resource centre
- Advanced care planning
- Gentle persuasive approach training for front line staff (Prince Edward, Kingston, Belleville and Lanark)
- Elder abuse prevention training (Belleville)

The Alzheimer Society of Kingston offers additional services including:

- Grade 4 program – a one-hour in class program to teach children the importance of protecting their brains and how to communicate to those with dementia
- Safely-Home Alzheimer Wandering Registry – nationwide partnership with RCMP to speed up the search process for those who have gotten lost. This involves the use of a confidential database and identification bracelets
- Volunteer Companion Program – matches an early stage ADRD patient with a volunteer for stimulation and caregiver respite
- Support to research to help uncover causes and possible cures for people with dementia

*Brockville General Hospital – Leeds Grenville Volunteer Hospice Service*

Largely for individuals with cancer (65%) and those over the age of 65 (64%). LHIN-funded services include:



- Home visiting
- Bereavement support – individual support, group support, grief walking group, monthly grief support group
- Look Good Feel Better Seminar – addresses challenges for women in overcoming pressures of appearance and self-esteem
- Day Hospice – enhance client's quality of life, respite, socialization, therapies, pain and symptom expertise

#### *The Canadian Hearing Society*

For individuals 55 years of age or older with an acquired hearing loss and those under the age of 55 who may have acquired hearing loss and another disability requiring home visits. LHIN-funded services include:

- Hearing care counseling program
- General support services

#### *Canadian National Institute for the Blind*

For all individuals with significant vision loss. Almost three-quarters of all clients are 60 years of age or older with vision loss caused mainly by macular degeneration. LHIN-funded services include:

- Rehabilitation services
- Registration and referrals
- Low vision services – training on how to use low vision devices
- Independent living skills
- Orientation and mobility – safe traveling and indoor and outdoors
- Assistive technology and consumer products – provides assessment on technology products and assists in purchases through the Assisted Devices Program

#### *Central Frontenac Community Services*

Services for seniors 55 years of age or older or those 18 years of age and over who have physical disabilities. LHIN-funded services include:

- Service arrangement and coordination
- Meal delivery
- Social and congregate dining
- Transportation
- Crisis intervention
- Day services
- Caregiver support
- Social and safety visiting as well as hospice service
- Foot care
- Good food box program
- Licensed home childcare
- Financial assistance programs
- Free office space provided to the Arthritis Society, Alzheimer Society, Canadian Hearing Society, Kingston Community Counseling Centre and Community Living Kingston
- Diners program

#### *Cheshire Homes*

Services are provided to individuals 16 years of age or older with a physical disability who may require comprehensive physical supports (i.e. transferring, dressing, bowel and bladder care, bathing, breathing, meal preparation, eating etc.). LHIN-funded services include:

- Assisted living services



- Personal support and independence training
- Some sub-contracting

#### *Community & Primary Health Care – Lanark, Leeds and Grenville*

Provides services for individuals 18 years of age or older with physical or mental challenges as well as seniors with Alzheimer's, dementia, frailty and other aging medical challenges. LHIN-funded services include:

- Meals on Wheels
- Social and congregate dining
- Transportation
- Crisis intervention
- Day services
- Homemaking
- Home maintenance
- Respite
- Caregiver support for those caring for people with dementia or Alzheimer's
- Friendly visiting
- Foot care

#### *Community Care*

There are three Community Care centres located within Hastings County - Community Care for North Hastings, Central Hastings and South Hastings. Clients served are adults and seniors living with permanent physical disabilities. Each of these three centres offers the following services in common:

- Meal delivery
- Transportation
- Crisis intervention and support
- Social and safety visiting

Each Community Care centre also offers services unique from its counterparts, they include:

- Foot care services – North Hastings and South Hastings
- Social and congregate dining – Central and South Hastings
- Alive driver refresher courses – South Hastings
- Homemaking and home maintenance – Central Hastings

#### *Community Home Support Lanark County*

Provides services for senior citizens with physical disabilities. LHIN-funded services include:

- Meals on wheels
- Congregate dining
- Transportation
- Client intervention and assistance
- Home help and home maintenance
- Friendly visiting
- Volunteer hospice visiting
- Foot care



### *Gananoque and Areas Services to Assist Independent Living Incorporated*

Provides services for adults with physical disabilities, adults convalescing from illness, injury or surgery as well as senior citizens who have become frail or disabled. LHIN-funded services include:

- Service arrangement and coordination
- Meal delivery
- Social and congregate dining
- Escorted transportation
- Crisis intervention
- Social and safety visiting
- Foot care

### *Hospice*

There are six hospice services in the South East region:

- Heart of Hastings Hospice
- Hospice Kingston
- Hospice Lennox and Addington
- Hospice North Hastings
- Hospice Prince Edward
- Regional Hospice of Quinte Incorporated

These organizations provide services to clients who have a life-threatening illness or have been terminally diagnosed. LHIN-funded services include:

- Palliative care volunteers home visiting – Lennox and Addington, Quinte, Prince Edward, North Hastings, Heart of Hastings
- Bereavement support
- Respite care – Kingston, Quinte and Heart of Hastings
- Medical equipment loaning free of charge – Quinte, Heart of Hastings, Kingston

### *Land O'Lakes Community Services*

Clients served are individuals 55 years of age or older who are physically disabled who have chosen to live within their own homes. The following is a list of LHIN funded services:

- Meal delivery
- Social and congregate dining
- Transportation
- Caregiver support
- Social and safety visiting
- Hospice visiting

### *Lennox and Addington Seniors Outreach*

Provides services for senior citizens who are frail as well as seniors who may be slightly more active. Additionally, clients may have memory loss, cognitive impairment, social or emotional problems or may be limited in their capacity to be left alone safely. Support is also provided to caregivers requiring regular periods of relief. LHIN-funded services include:

- Meal delivery
- Social and congregate dining
- Transportation



- Day services
- Respite
- Social and safety visiting
- Foot care

#### *Mohawks of the Bay of Quinte*

Clients served are those individuals living within the First Nations community of Tyendinaga Mohawk Territory who are 18 years of age or older with a physical disability or individuals 55 years of age or older. Services provided include:

- Friendly visiting
- Security checks
- Client intervention assistance – crisis intervention and support
- Emergency response
- Social and recreational programs
- Foot care

#### *Northern Frontenac Community Services*

Clients served are senior citizens with physical disabilities including frailty; those who may have suffered or currently suffer from serious illness; palliative clients and support to families and caregivers. LHIN-funded services include:

- Meal delivery
- Social and congregate dining
- Transportation
- Crisis intervention
- Day services
- Homemaking
- Respite
- Caregiver support
- Emergency response support services
- Social and safety visiting
- Foot care

#### *Pathways to Independence*

Clients served are adults who have been diagnosed with an acquired brain injury who are being supported in homes that provide 24-hour supervision, in foster homes or those individuals living in supported apartments. LHIN-funded services include:

- ABI day services
- ABI assisted living services

#### *Providence Care*

Clients are served within the following services, all of which are LHIN-funded:

- Attendant Care Outreach Program: for individuals 16 years of age or older willing and able to direct their own care but in need of personal support or independence training, or assisted living services
- Psychogeriatric Specialty Outreach Services: for older adults with late onset, complex mental health disorders and/or cognitive and responsive behavioural needs
- Dual Diagnosis Community Outreach Team: for individuals 16 years of age or older with an intellectual disability, autism or pervasive developmental disorder, with suspected or diagnosed mental illness or behavioural disorder.



- Community Treatment Order Program: for individuals 16 years of age or older with serious mental illness who voluntarily contract to receive treatment that is less restrictive than a psychiatric facility
- Hildegard Centre: for individuals 55 years of age or older with dementia and/or complex care needs who require a safe and stimulating environment
- Regional Community Brain Injury Services: for individuals 18 years of age or older with a diagnosed moderate to severe brain injury who may wish to receive day services, vocational training and support, personal support and independence support, assisted living services or in-service education.
- Telepsychiatry: for individuals 18 years of age or older with a mental issue requiring tertiary care
- Psychogeriatric Resource Consultants: front-line staff provide services to older individuals with complex cognitive or mental health needs and associated behavioural disorders.

#### *Rehabilitation Foundation for the Disabled (The Ontario March of Dimes)*

Provides services for individuals 16 years of age or older with a permanent physical disability who are able to direct their own care. LHIN-funded services include:

- Respite services
- Assisted living services
- Homemaking
- Day trips and transportation

#### *Seniors Association Kingston Region*

Services are provided to seniors and older adults living within the Kingston region. LHIN-funded services include:

- Foot care
- Congregate dining
- Transportation
- Home help and maintenance
- Counseling – not directly LHIN funded but often co-sponsored by other health service providers

#### *Prince Edward County Community Care for Seniors Association*

Provides services for seniors and adults living with a permanent physical disability and their caregivers. LHIN-funded services include:

- Meal delivery
- Transportation
- Caregiver support
- Foot care
- Respite
- Client intervention and assistance
- Social and congregate dining
- Social and safety visiting
- Home maintenance
- Homemaking

In addition, the Prince Edward County Community Care for Seniors Association manages the CSS aspects of the following regional programs within the South East LHIN:

- Easier + program – an emergency room diversion initiative where seniors 75 years of age or older are referred to CSS services through a central toll-free number and are then contacted and offered services



- Home at Last program – a program to assist seniors who require support to return home following discharge from hospital. The individual is provided with transportation and accompaniment by a personal support worker who assists with settling in
- Home First – referrals to the home first program at Quinte Health Care are received and processed through the Prince Edward County Community Care for Seniors Association

*Victorian Order of Nurses for Canada – Ontario Branch of Hastings Northumberland Prince Edward and Greater Kingston Sites*

Services are provided largely in the Quinte West and Kingston areas for seniors who may be frail or have cognitive or physical impairments.

LHIN-funded services include:

- Meal delivery
- Transportation
- Caregiver support
- Respite
- Crisis intervention
- Social and congregate dining
- Social and safety visiting
- Home maintenance
- Homemaking
- Day services

In addition, the VON provides support and/or management of the following programs offered within the South East LHIN:

- SMILE (Seniors Managing Independent Living Easily) Program – to assist seniors in their effort to age at home by providing in home support to those senior citizens most at risk of premature hospitalization or long-term care admissions
- Assistance with foot care offered by many community support services
- Health Vans – transportation to and from health care services provided regionally using seven minivans

## **Accountability Agreements**

Accountability agreements provide a mechanism for the LHIN to ensure that public-funded agencies achieve desired performance.

The agreements outline the terms and conditions that will govern the relationship between the LHINs and the LHIN-funded health-care providers and includes:

- Operating funding for the included fiscal years
- Negotiated performance obligations

### ***Hospital Accountability Agreements***

Responsibility for negotiating accountability agreements with local hospitals was transferred from the Ministry of Health and Long-Term Care (MOHLTC) to the LHIN in April 2007. This agreement reflects the joint responsibility of the LHIN and the hospitals for improving the efficiency of the health-care system to ensure patients receive high quality and timely care.

The agreement defines performance requirements for the hospital, including performance in the following domains: access and clinical outcomes, system integration, financial health, and workplace health and safety. The agreement also specifies the service profile and multi-year funding allocations of the hospital.



## ***Multi-Sectoral Service Accountability Agreements***

The LHIN has negotiated service accountability agreements with all Community Health Centres (CHCs), the Community Care Access Centre (CCAC), Community Mental Health and Addictions (CMH&A) providers, and Community Support Service (CSS) agencies that took effect on April 1, 2009. These agreements are called Multi-Sectoral Service Accountability Agreements (M-SAAs) and cover the fiscal years of 2009-2011.

In order to facilitate the negotiation of the M-SAA, health service providers in each sector were required to submit a Community Annual Planning Submission (CAPS). Health service providers are asked to provide a description of the services they provide and a draft financial/statistical budget.

## ***Organizations Offering Services in French***

The following organizations have been identified under the *French Language Services Act*. This requires them to undertake significant planning to achieve designation under the Act, while also ensuring French language access to their services. The identified providers are:

- Alzheimer Society of Kingston
- Canadian Hearing Society
- CNIB Kingston District
- Frontenac Community Mental Health Services
- Hospice Kingston
- Hotel Dieu Hospital
- Hotel Dieu Hospital Detox Centre
- Independent Living Centre, Kingston
- Kingston General Hospital and all community programs
- Mental Health Support Network of South Eastern Ontario
- Options for Change
- Providence Care and all community programs including long-term care (Providence Manor)
- Salvation Army Harbour Light Kingston
- Seniors Association Kingston Region
- Sexual Assault Centre Kingston
- South East Community Care Access Centre
- South East Local Health Integration Network
- Victorian Order of Nurses for Canada



## Staffing data

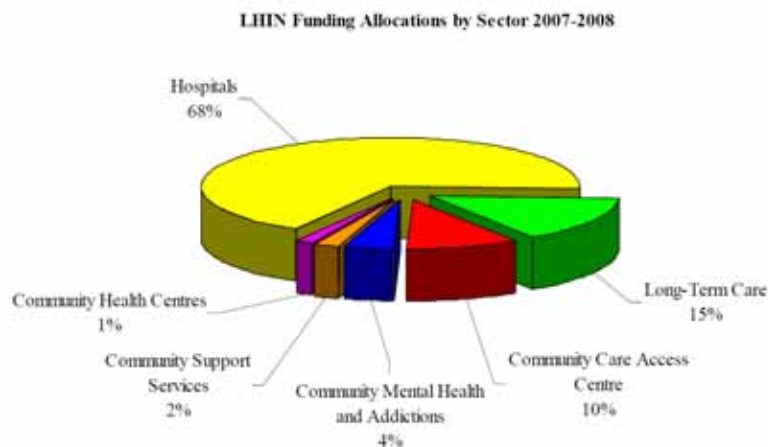
Staffing data will be presented in more detail in a Health Human Resource report which is under development. The most comprehensive staffing data are provided by the hospitals and is reported in the table below.

HOSPITAL NAME	ADMIN AND SUPPORT SERVICES	NURSING INPATIENT SERVICES (IP)	AMBULATORY CARE SERVICES (AC)	DIAGNOSTIC AND THERAPEUTIC SERVICES	COMMUNITY AND SOCIAL SERVICES (COM)	RESEARCH/ EDUCATION	UN-DISTRIBUTED FUNCTIONAL CENTRES	GRAND TOTAL
NAPANEE LENNOX & ADDINGTON	45	41	25	23	0	0	0	135
BROCKVILLE GENERAL	156	197	52	90	7	2	10	513
KINGSTON HOTEL DIEU	258	44	170	104	19	4	14	613
KINGSTON GENERAL	740	965	315	513	32	438	35	3,039
KINGSTON PROVIDENCE CARE	281	406	43	135	74	15	21	975
SMITHS FALLS PERTH & SMITHS FALLS	110	123	45	62	39	1	4	385
BELLEVILLE QUINTE HEALTH CARE	398	438	137	217	21	8	12	1,231
GRAND TOTAL	1,989	2,215	786	1,145	193	468	96	6,892

## Programs and Services Financial and Usage Data

Financial data from information provided by the Financial Information Branch of the Ministry was used. The overall funding for the organization are included, coupled with any breakdowns of the budgets by funding sources.

The total amount of LHIN transfer payment funding for 2007/2008 fiscal year was \$865,290,124. The funding amounts by type of organization were as shown in Figure 2.

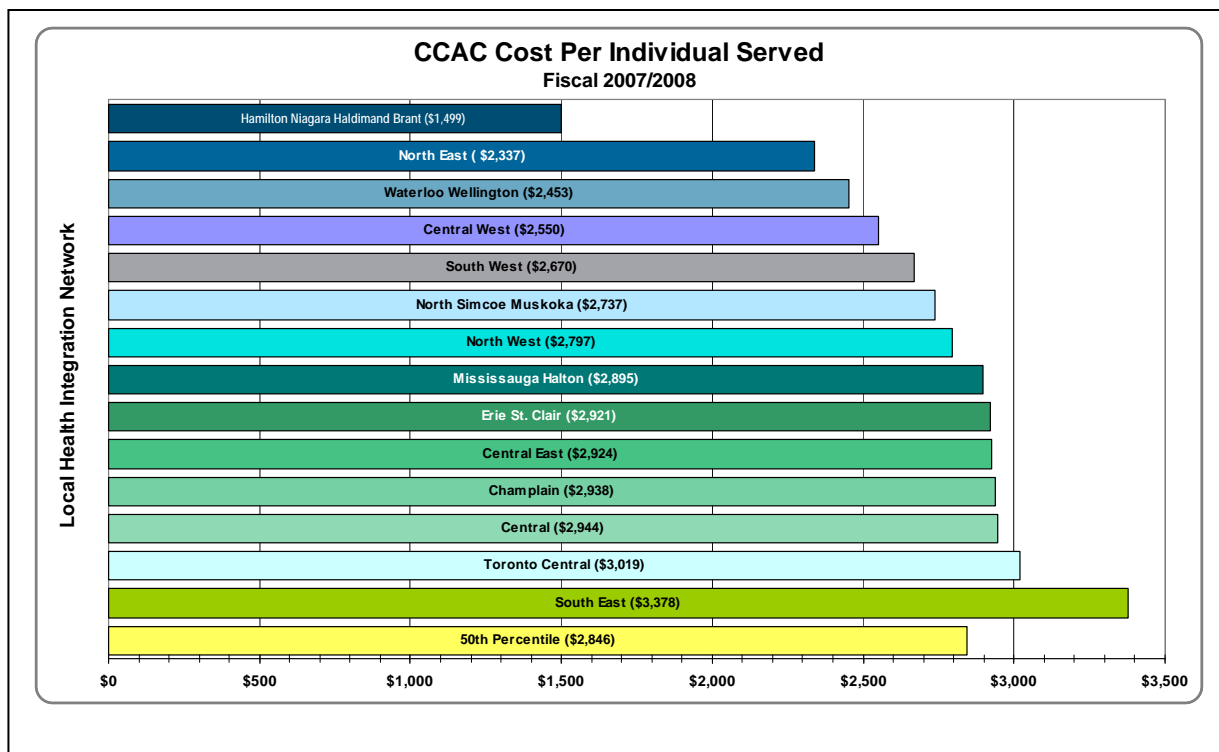




**THE LHIN and Provincial CCAC Financial and Service Usage Data**  
(Based on MOHLTC Data)

<b>Facility Name</b>	<b>Total Expense</b>	<b># of Individuals Served</b>	<b>Cost per Individuals Served</b>
South East CCAC	\$86,208,655	25,519	\$3,378
<b>Total Provincial CCAC</b>	<b>\$1,620,530,782</b>	<b>636,211</b>	<b>\$2,547</b>

The above table provides information about both the SE LHIN and province-wide CCAC expenses, total number of individuals served and total number of admissions. Based on the MOHLTC data provided, the cost per individual served by CCACs is as follows:





**THE LHIN & Provincial Mental Health and Addictions Financial and Service Usage Data**  
(Based on MOHLTC Data)

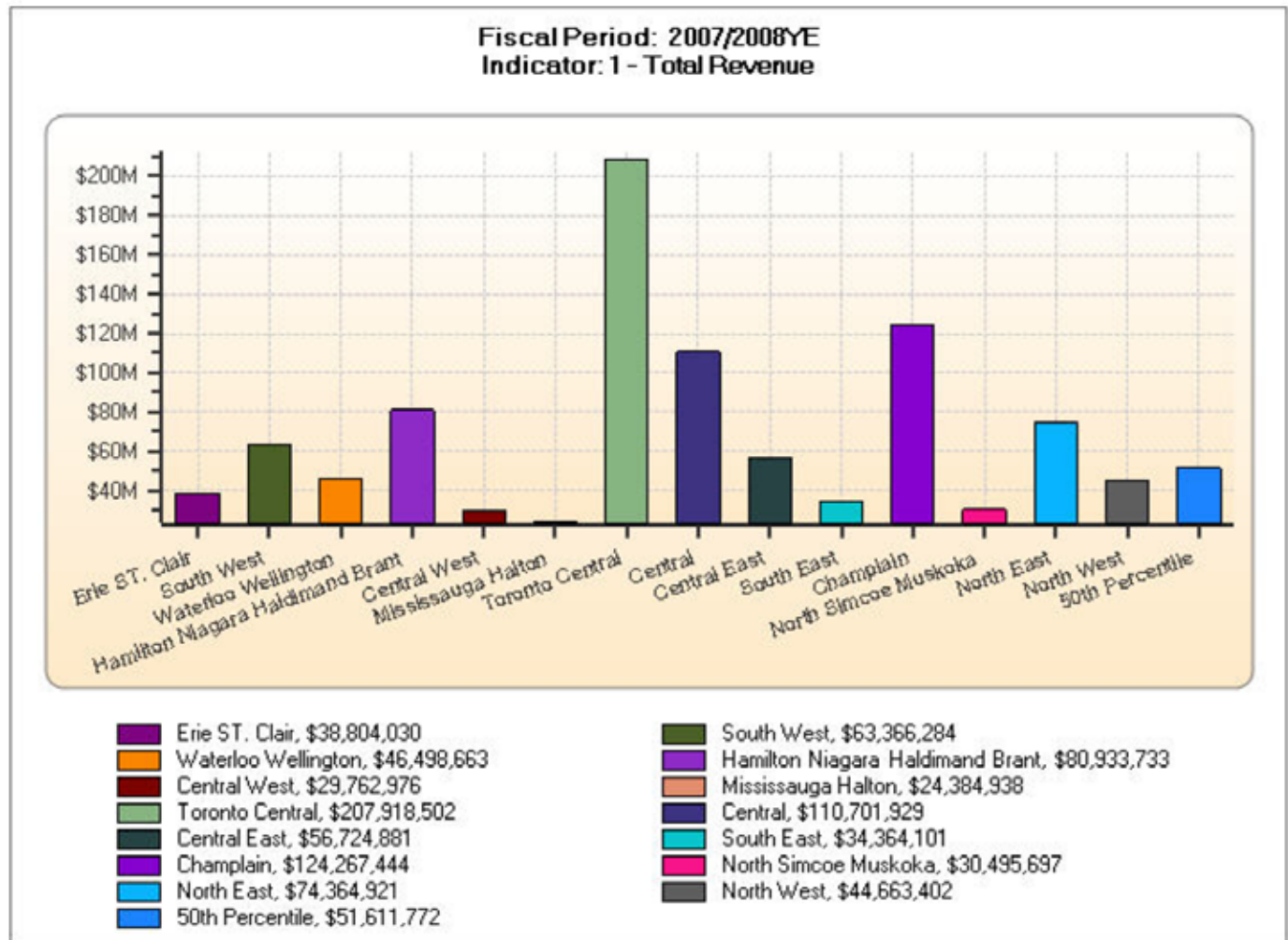
Facility Name	Total Expense	Total # of FTE's	# of Individuals Served	Total Visits (Face-To-Face)	Total Visits (Telephone)
BELLEVILLE MH Services Hastings PE	3,243,035	40		39,133	5,191
BELLEVILLE MHSN - Hastings Prince Ed	629,161	10	225		
BROCKVILLE Centre for Development	155,209	0			
KINGSTON Peer Support					
KINGSTON Sexual Assault Crisis Centre	136,592	0		1,448	1,027
BELLEVILLE Sexual Assault Centre	93,881	0		560	
BELLEVILLE Youth Habilitation Quinte	779,642	9		5,083	438
BROCKVILLE CMHA Leeds-Grenville	508,512	6	4,183	1,045	1,290
BROCKVILLE Leeds, Grenville Rehab	3,669,816	44	1,202	18,672	
NAPANEE Lennox Addington CMH					
KINGSTON Frontenac Community MH	8,131,272	100	929	47,437	12,583
KINGSTON Gov Council Salvation Army	937,697	13		6,151	
BROCKVILLE The Brock Cottage	1,036,379	17			
KINGSTON Options For Change Addiction Services	1,147,609	22		6,730	1,608
NAPANEE Lennox & Addington Addiction					
SMITHS FALLS Tri County Addiction	1,134,659	13	2,416	5,512	1,222
BELLEVILLE Addictions Centre					
KINGSTON Hotel Dieu	2,537,668	24		8,967	2,597
KINGSTON General					
KINGSTON Providence Care	4,844,314	35			
BELLEVILLE Quinte Health Care	1,973,974	19		5,996	11,392
KINGSTON-CHC	63,239	0			
NAPANEE-Lennox & Addington CMH Services	2,449,565	26		12,294	4,180

The Table above provides information about the total expense and number of individuals served by organizations providing mental health and addictions services in the LHIN, totals for the LHIN, and the total for similar services.



Figure 3 provides total revenue across the LHINs.

**Community Mental Health And Addictions (CMH&A) - Global Indicators**  
**LHIN Comparison**





## Discussion of Findings

### *Programs and Services*

In developing the programs and services database, we attempted to be as thorough as the data would allow. This is a starting point for understanding what programs and services are available within the LHIN, where they are located, and what expenditures and staffing are associated with each. In addition, the database provides a solid examination of the current issues and trends faced by organizations delivering programs and services within the LHIN catchment area.

The data presented regarding programs and services and included in the database has a number of areas of weakness and gaps including:

- *Financial data:* The financial data presented in the report only represent the MOHLTC 2008/9 base funding allocations. These data are not an indication of the overall expenditures for the organizations because many receive funds from other organizations and sources (e.g. fundraising, client fees).
- *Many agencies/programs that are not MOHLTC-funded are part of the health-care system in its broadest sense:* There are many agencies which provide health and health-related services that are not funded by MOHLTC but which are part of the health care system in its broadest sense. As such, they will not automatically be included in LHIN activities but do have an impact on health service delivery. For example, many children's services are providing children's mental health services but are not considered Children's Treatment Centres and therefore not included in MOHLTC funding packages. However, in developing integrated services, it will be necessary to include these organizations because of the types of services they deliver and their relationship to the broader health-care system.
- *Waiting lists and waiting times, actual capacity of organizations:* Very few organizations provided information about their service capacity levels, their waiting lists and number of people on the waiting list, and length of waiting time for services. While waiting lists have been an issue within the hospital sector, they are also an issue in other health-care service delivery areas and will have an impact on the ability of the LHIN to successfully integrate and coordinate services and ensure that reasonable wait times are in place where waiting lists exist. For example, patients requiring community mental health services for which they must wait for an available psychiatrist or therapist are likely to become more ill and subsequently require hospital based services if the waiting time is too long.
- *Consumer information:* While some organizations routinely collect client satisfaction ratings, many organizations do not have formalized or validated approaches to collecting this information. This is most noticeable in community-based organizations. In addition, there is no data available to the LHIN from clients/patients concerning their level of satisfaction with services and with the level of integration and coordination of services they receive. This an important gap to address in information available to the LHIN because consumer input is vital to successful planning activities that the LHIN must undertake.
- *Performance measurement, performance monitoring:* Based on the information provided and included in the database, there is either limited or no performance measurement, performance monitoring, benchmarking, and quality management activity in most organizations, with the exception of primary health care providers (e.g. hospitals, CCACs, Community Health Centres). Some organizations such as the hospitals have indicated that they will be, or have just begun putting indicators, data collection processes, benchmarking, and quality management processes in place.
- *Evaluation:* There are few organizations that undertake evaluation routinely, even large ones, are not reporting evaluation activity. Evaluation is a tool for use in quality management and compliments performance measurement and monitoring. It is an approach that

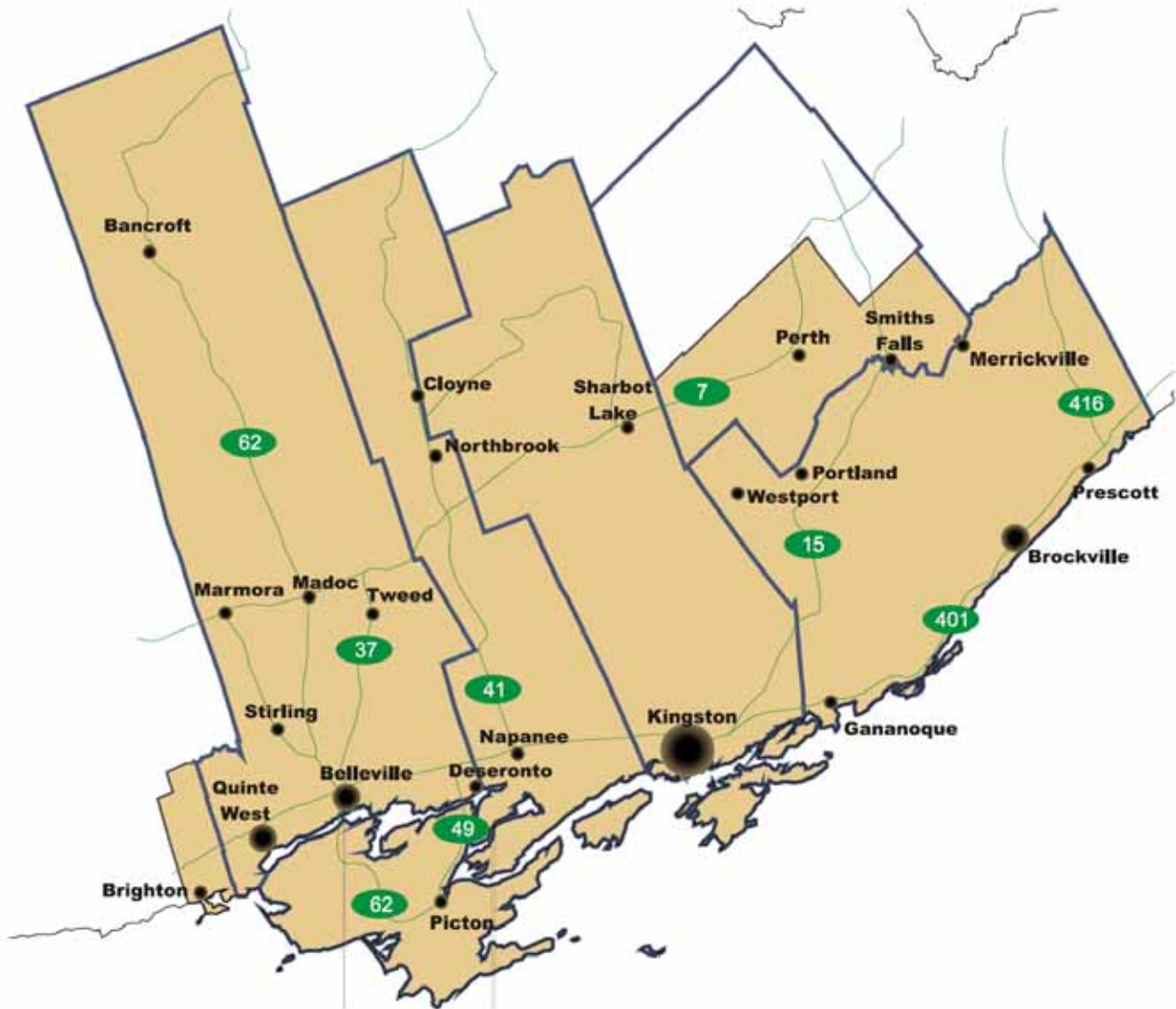


is supported by MOHLTC and other organizations and one which can not only aid in management and improvement of services and programs, but also expand the knowledge of staff in many organizations and across sectors when undertaken and reported. While not all organizations have a need to do large scale, formal evaluations, some evaluation activity would be beneficial. Again, this is a gap strongly related to performance measurement and monitoring, that will weaken the ability of organizations to effectively manage their programs and services and to integrate with other programs and services.

- *Accountability and reporting to the public:* Related to both performance measurement and monitoring and evaluation is the fact that few organizations have indicated that they are actively reporting to the public about their performance. However, there is some progress made based on the required forms for Service Level Agreements, most organizations are reporting though WERS. However, where performance information is provided, it is often not outcome information, but rather service usage data.

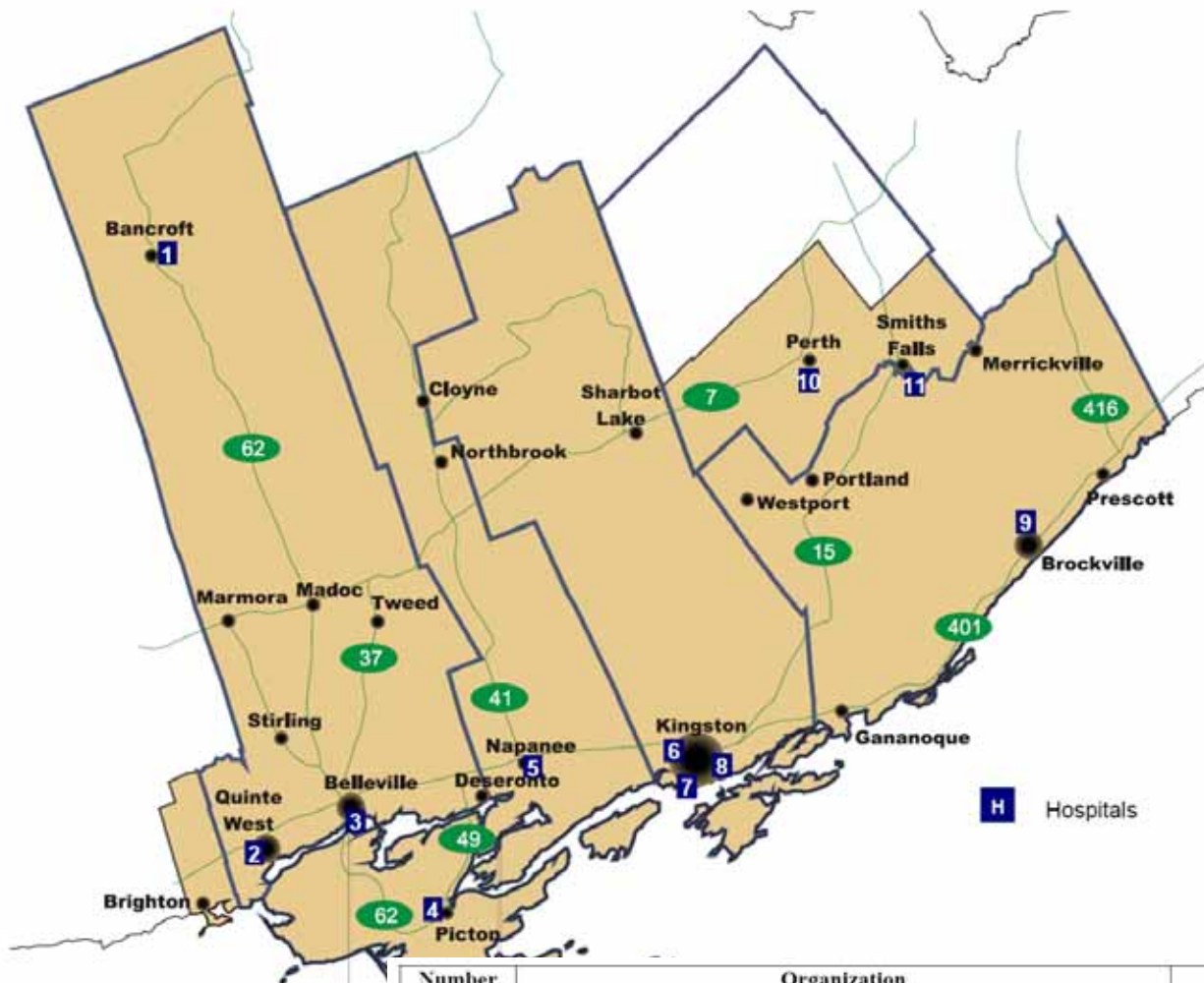


**Map 1**  
**The South East Local Health Integration Network Boundaries**





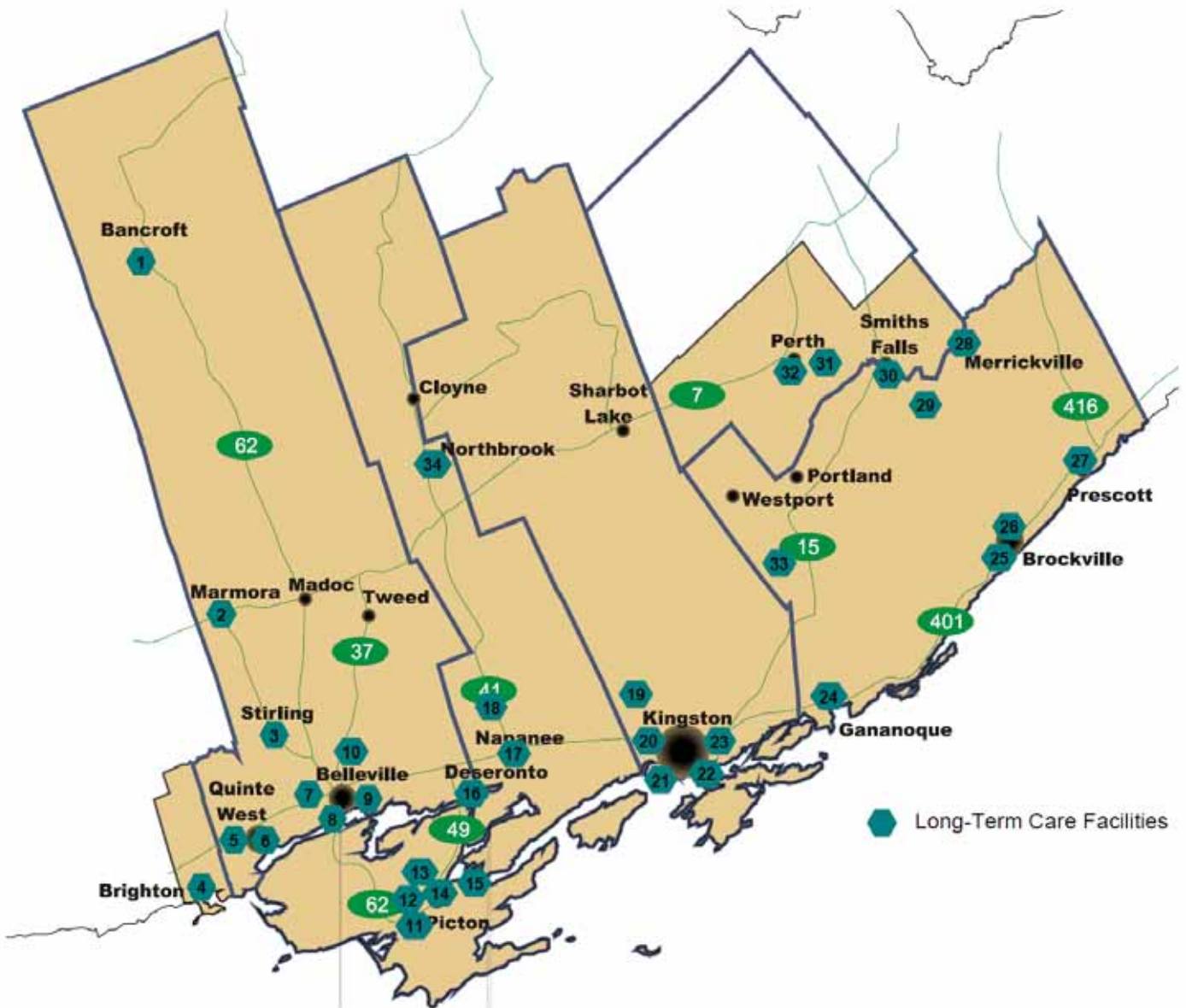
**Map 2  
THE LHIN Hospital Locations**



Number	Organization	Location
1		Bancroft
2	Quinte Health Care	Trenton
3		Belleville
4		Picton
5	Lennox and Addington County Hospital	Napanee
6	Kingston General Hospital	Kingston
7	Providence Care	Kingston
8	Hotel Dieu Hospital	Kingston
9	Brockville General Hospital	Brockville
10	Perth and Smiths Falls District Hospital	Perth
11		Smiths Falls



**Map 3**  
**THE LHIN Long Term Care Facilities**



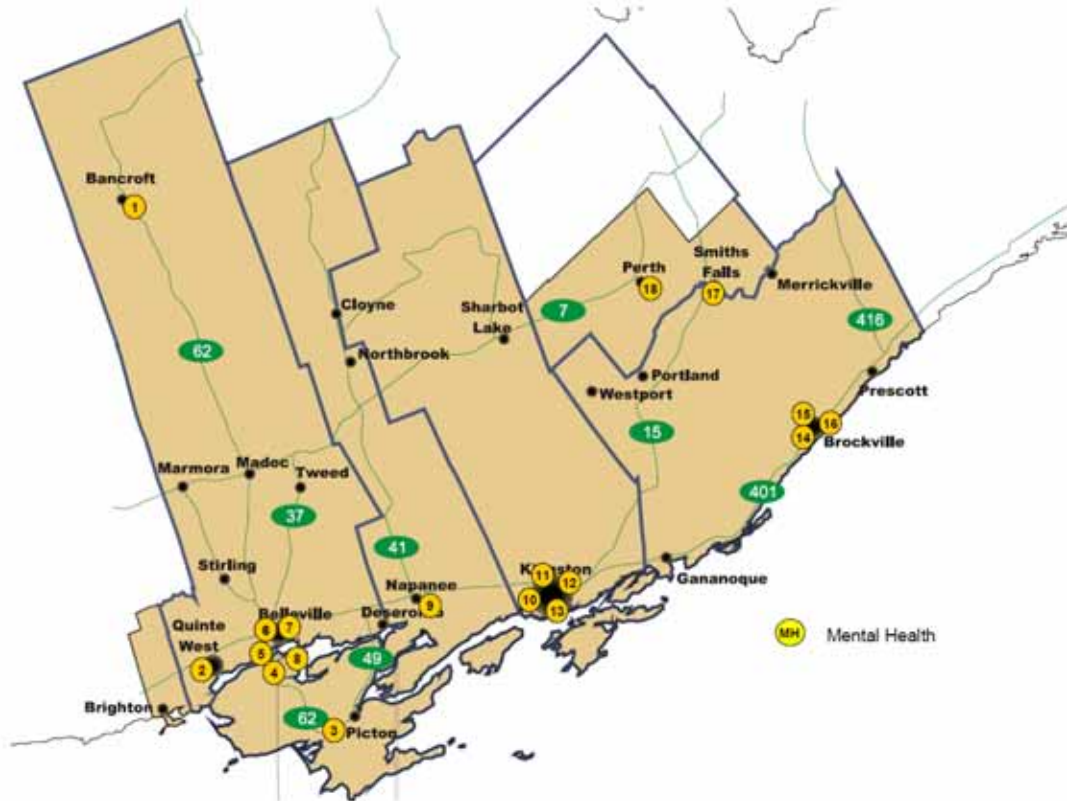
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<b>Number</b>	<b>Organization</b>	<b>Location</b>
1	Hastings Centennial Manor	Bancroft
2	Caessant Care Marmora	Marmora
3	Stirling Manor Nursing Home	Stirling
4	Maplewood	Brighton
5	Crown Ridge Place	Trenton
6	Trent Valley Lodge Nursing Home	Trenton
7	Belmont Long Term Care Facility	Belleville
8	Hastings Manor	Belleville
9	Westgate Lodge Nursing Home	Belleville
10	E. J. McQuigge Lodge	Cannifton
11	Kentwood Park	Picton
12	McFarland (H.J.) Memorial Home	Picton
13	Picton Manor Nursing Home	Picton
14	Versa-Care Hallowell House	Picton
15	West Lake Terrace	Picton
16	Friendly Manor Nursing Home	Deseronto
17	John M. Parrott Centre	Napanee
18	Village Green Nursing Home (The)	Selby
19	Fairmount Home for the Aged	Glenburnie
20	Extendicare Kingston	Kingston
21	Providence Manor	Kingston
22	Rideaucrest Home	Kingston
23	Trillium Centre	Kingston
24	Carveth Care Centre	Gananoque
25	Sherwood Park Manor	Brockville
26	St. Lawrence Lodge	Brockville
27	Wellington House Nursing Home	Prescott
28	Hilltop Manor	Merrickville
29	Rosebridge Manor	Jasper
30	Broadview Nursing Centre	Smiths Falls
31	Lanark Lodge	Perth
32	Tayview Nursing Home (Perth Community Care Centre)	Perth
33	Maple View Lodge	Athens
34	Pine Meadow Nursing Home	Northbrook



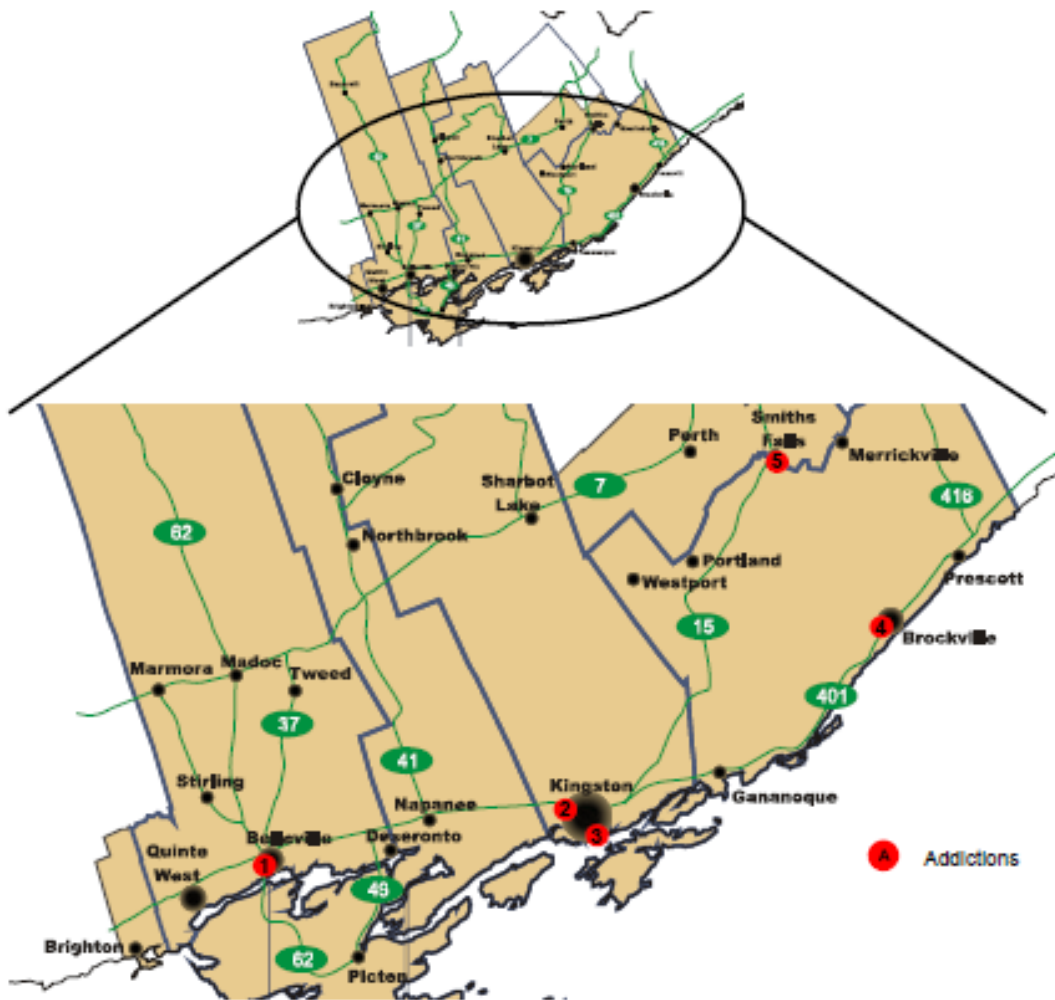
**Map 4  
THE LHIN Mental Health Organizations**



Number	Organization	Location
1		Bancroft
2		Trenton
3	Quinte Health Care	Picton
4		Belleville
5		Belleville
5	Mental Health Services – Hastings Prince Edward	Belleville
6	Mental Health Support Network – Hastings Prince Edward Corporation	Belleville
7	Sexual Assault Crisis Centre Quinte and District	Belleville
8	Youth Habilitation Quinte Incorporated	Belleville
9	Lennox and Addington Community Mental Health Services Inc.	Napanee
10	Frontenac Community Mental Health Services	Kingston
11	Providence Care Centre	Kingston
12	Hotel Dieu Hospital	Kingston
13	Sexual Assault Centre Kingston Inc.	Kingston
14	Brockville and Area Centre for Developmentally Handicapped Persons Inc.	Brockville
15	Canadian Mental Health Association, Leeds-Grenville Branch	Brockville
16	Leeds and Grenville Rehabilitation and Counseling Service	Brockville
17		Smiths Falls
18	Perth-Smiths Falls District Hospital	Perth



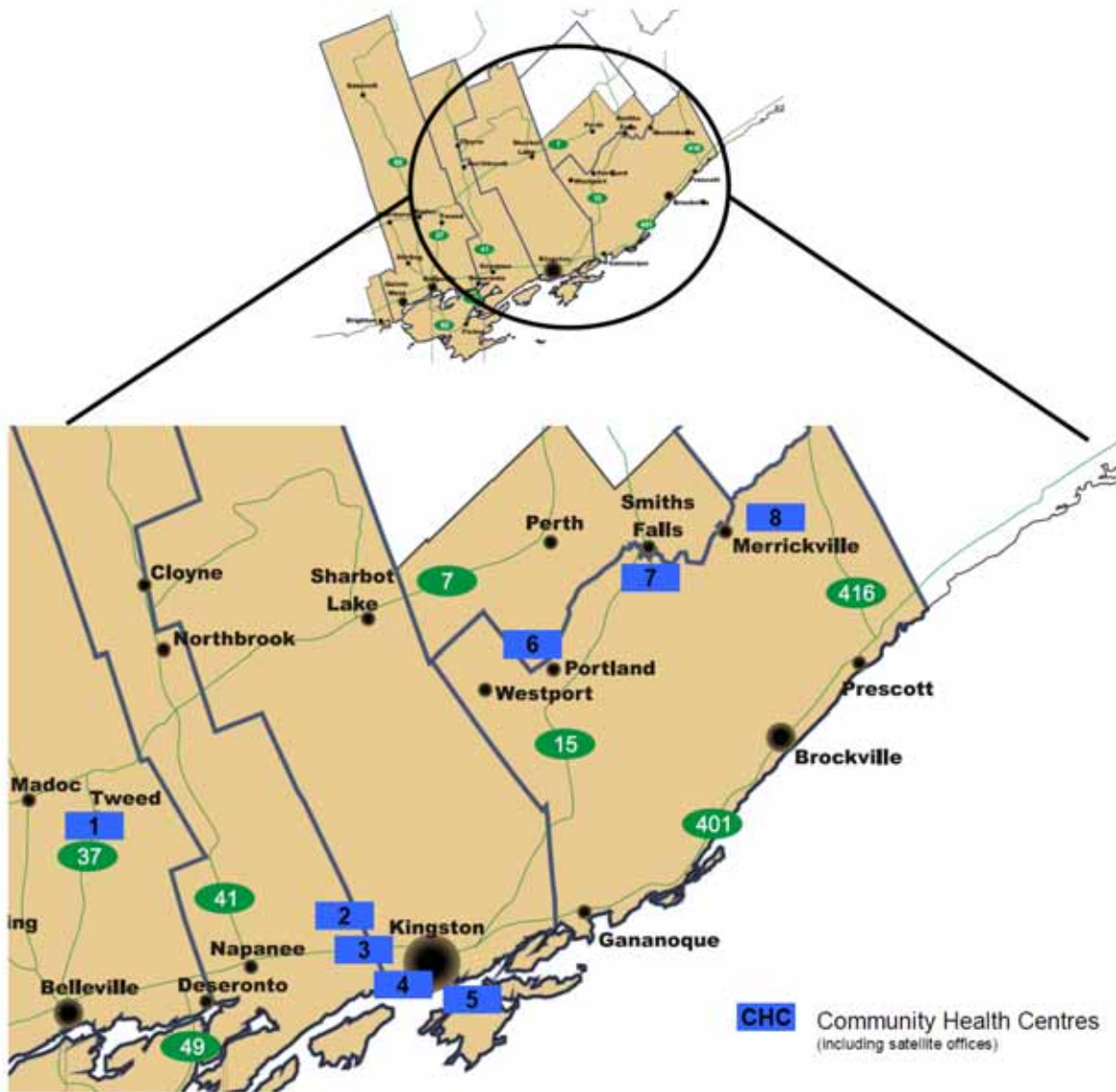
**Map 5**  
**THE LHIN Addictions Organizations**



Number	Organization	Location
1	Addictions Centre Hastings Prince Edward	Belleville
2	The Governing Council of the Salvation Army in Canada – Kingston Harbour Light	Kingston
3	Options for Change: Community Addictions Treatment Services	Kingston
4	The Brock Cottage Inc.	Brockville
5	TriCounty Addictions Program	Smiths Falls



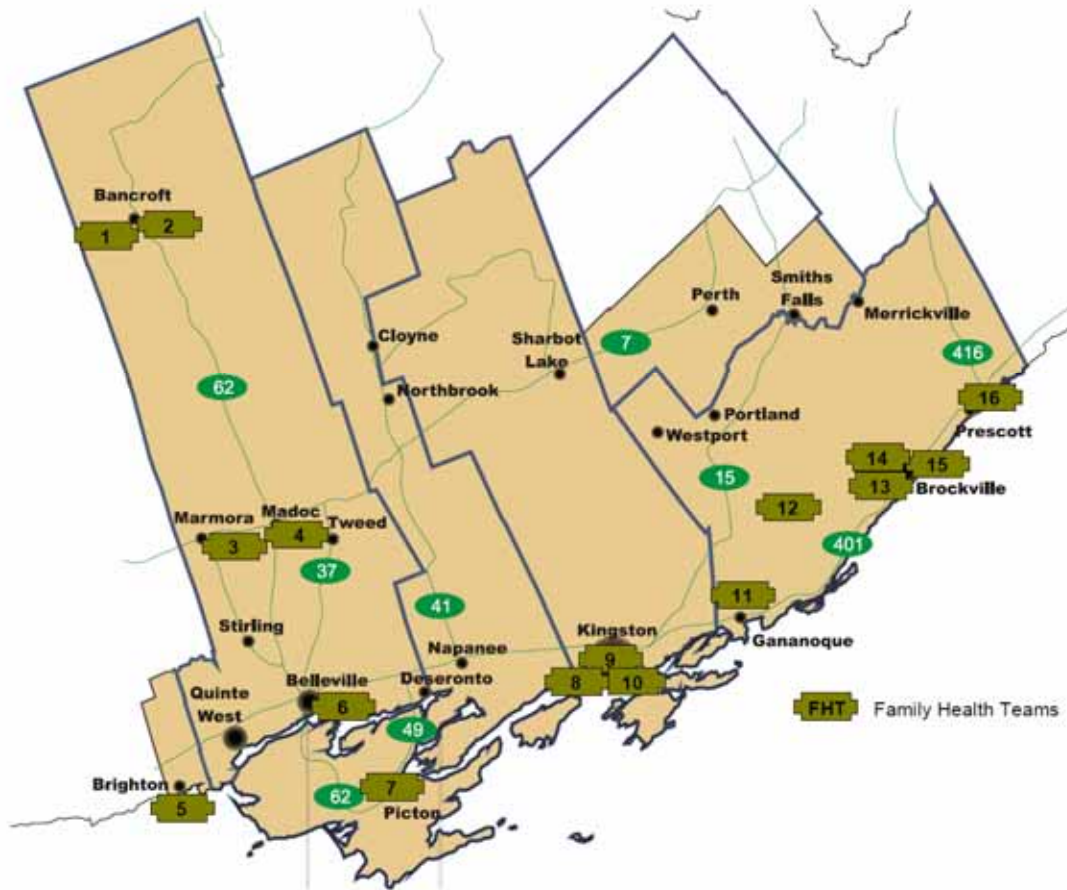
**Map 6**  
**THE LHIN Community Health Centres**



Number	Organization	Location
1	Gateway Community Health Centre	Tweed
2-5	Kingston Community Health Centre	Kingston (incl. 3 satellites also in Kingston)
6	Country Roads Community Health Centre	Portland
7	Merrickville District Community Health and Services Centre	Smiths Falls (satellite)
8		Merrickville



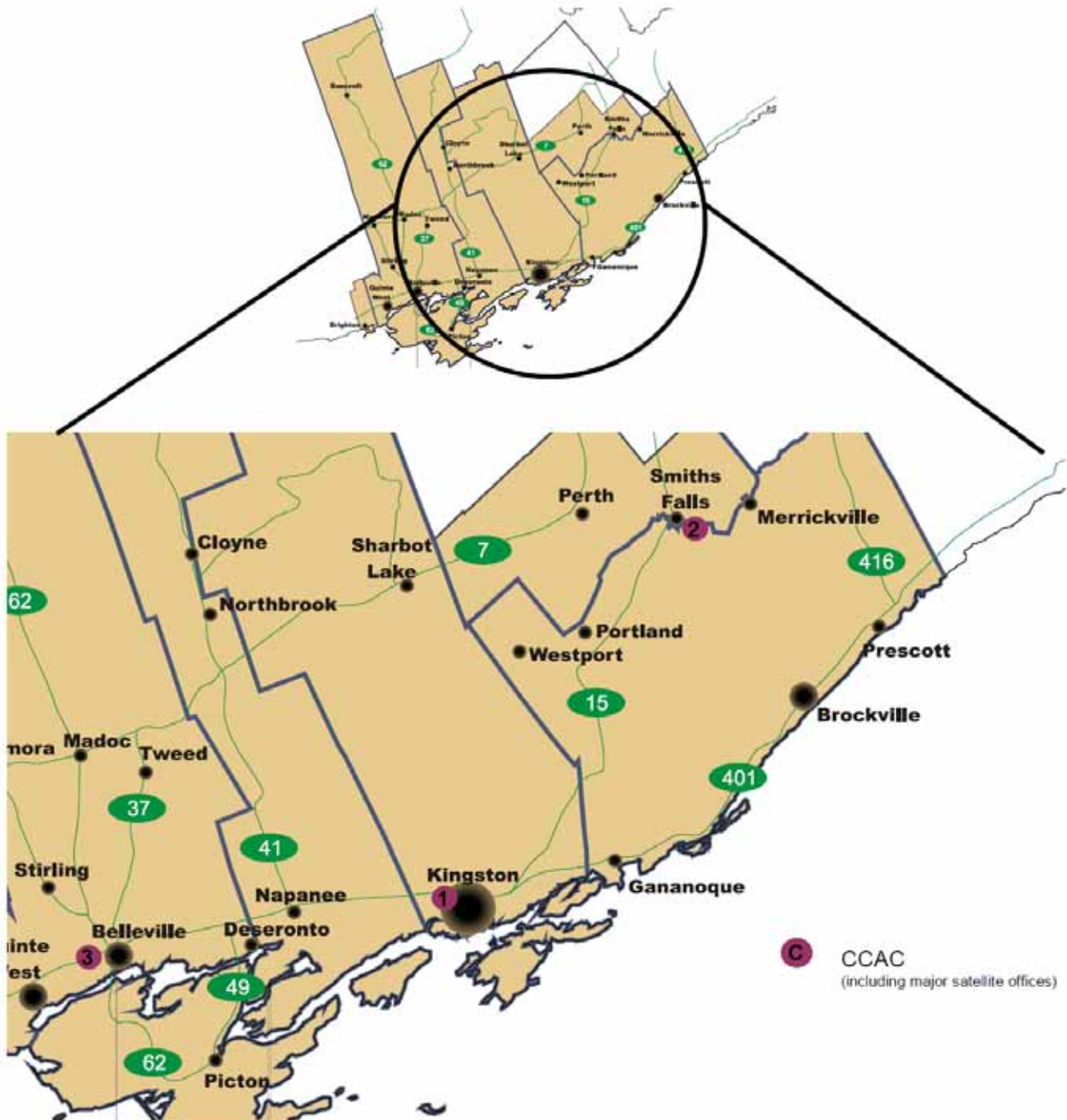
**Map 7  
THE LHIN Family Health Teams**



Number	Organization	Location
1	Bancroft FHT	Bancroft
2	North Hastings FHT	Bancroft
3	Central Hastings FHT	Marmora
4		Madoc
5	Brighton/Quinte West FHT	Brighton
6	Belleville FHT	Belleville
7	Prince Edward FHT	Picton
8	Queen's FHT	Kingston
9	Kingston FHT	Kingston
10	Maple FHT	Kingston
11	Community Primary Health Care Community FHT	Gananoque
12	Athens and District FHT	Athens
13	Brockville FHT	Brockville
14	Community Primary Health Care Brockville Community FHT	Brockville
15	PFMMA FHT	Brockville
16		Prescott

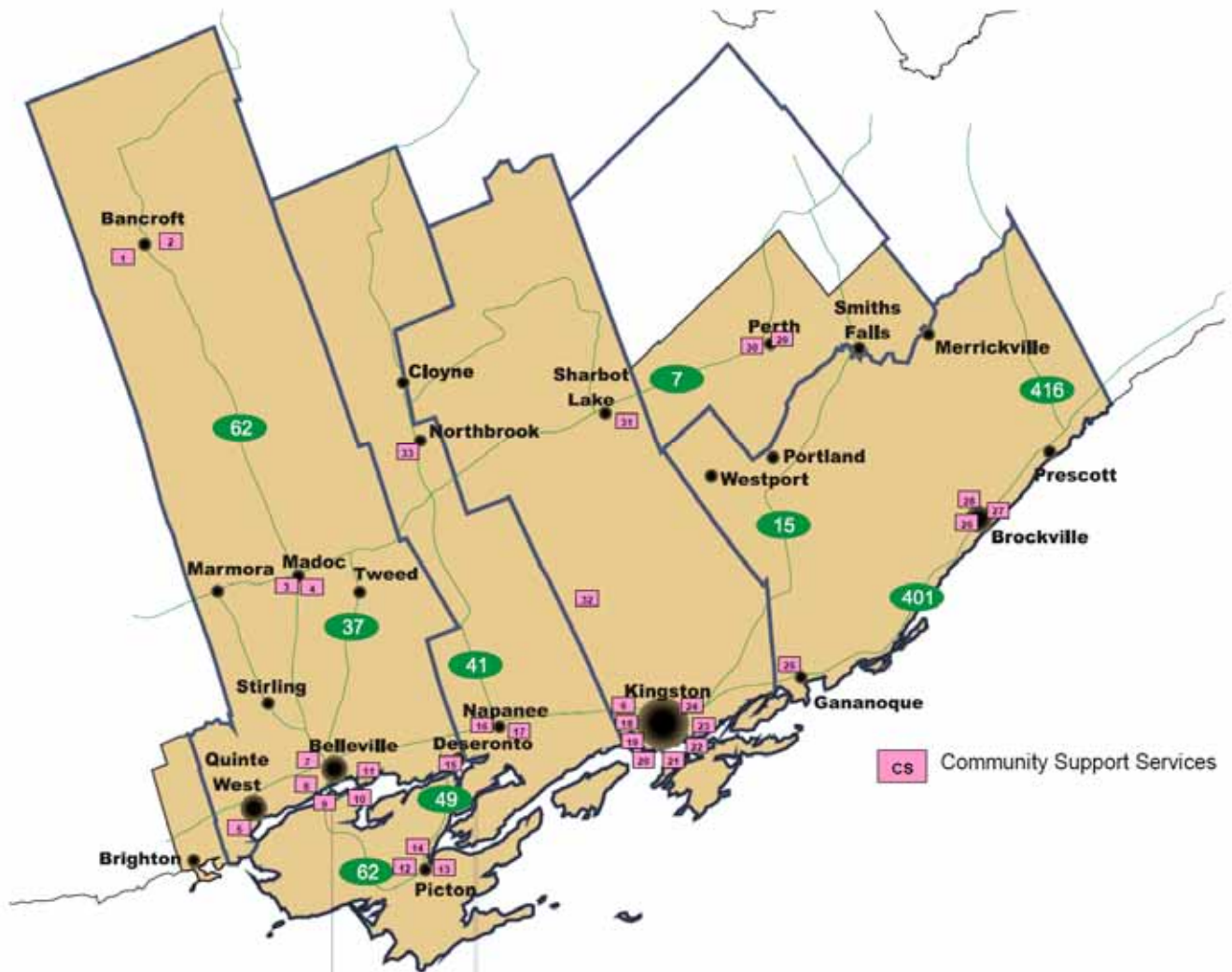


**Map 8**  
**THE LHIN Community Care Access Centre**





### Map 10 Community Support Services





<b>Number</b>	<b>Organization</b>	<b>Location</b>
1	Community Care for North Hastings	Bancroft
2	Hospice North Hastings	Bancroft
3	Heart of Hastings Hospice	Madoc
4	Community Care Central Hastings	Madoc
5	Victorian Order of Nurses	Trenton
6		Kingston
7	Alzheimer Society of Belleville	Belleville
8	Cheshire Homes	Belleville
9	Community Care for South Hastings	Belleville
10	Regional Hospice of Quinte Inc.	Belleville
11	Pathways to Independence	Belleville
12	Prince Edward County Community Care for Seniors Association	Picton
13	Alzheimer Society of Prince Edward County	Picton
14	Hospice Prince Edward	Picton
15	Mohawks of the Bay of Quinte	Deseronto
16	Lennox and Addington Seniors Outreach	Napanee
17	Hospice Lennox and Addington	Napanee
18	Alzheimer Society of Kingston	Kingston
19	Canadian National Institute for the Blind	Kingston
20	Hospice Kingston	Kingston
21	Providence Continuing Care Centre	Kingston
22	Rehabilitation Foundation for the Disabled	Kingston
23	Seniors Association Kingston Region	Kingston
24	The Canadian Hearing Society	Kingston
25	Gananoque and Areas Services to Assist Independent Living Inc.	Gananoque
26	Alzheimer Society of Leeds-Grenville	Brockville
27	Brockville General Hospital – Leeds-Grenville Volunteer Hospice Service	Brockville
28	Community and Primary Health Care – Lanark, Leeds and Grenville	Brockville
29	Community Home Support Lanark County	Perth
30	Alzheimer Society of Lanark	Perth
31	Northern Frontenac Community Services	Sharbot Lake
32	Central Frontenac Community Services	Sydenham
33	Land O'Lakes Community Services	Northbrook