



## ***NEWS***

# QUINTE HEALTH CARE AND SE LHIN WELCOME THIRD PARTY REVIEWER

December 17, 2008

Quinte Health Care (QHC) and the South East Local Health Integration Network (SE LHIN) are pleased to announce the appointment of Ken Tremblay, Chief Executive Officer of Chatham-Kent Health Alliance (CKHA). Mr. Tremblay will conduct the third party review of solutions being proposed for the financial situation currently being faced by QHC.

While Mr. Tremblay will begin examining materials immediately, the review will get officially underway the first week of January. His duties will include assessing mitigation strategies that have been created by QHC senior management. Those strategies will then be presented to the QHC Board of Directors before an extensive public consultation process.

### **QUOTES**

"We are looking forward to working closely with Ken Tremblay and are pleased with the experience he brings as a leader within Ontario health care. The fresh perspective he can bring to our financial and community engagement efforts is most welcome," said Bruce Laughton, President & Chief Executive Officer, QHC. "We look forward to presenting our strategies and consulting our communities early in the new year as we build a plan to ensure we are providing the best health care to all our communities, given our available financial resources."

"We are extremely pleased to have someone of the calibre and experience of Ken Tremblay in conducting the third party review," noted Georgina Thompson, Chair, South East LHIN. "Not only does his experience in operating a multiple-site organization make him a good fit, but he also understands the importance of ensuring people are supported – in October *Maclean's* magazine named Chatham-Kent Health Alliance as one of Canada's top 100 employers."

"I am pleased to assist with this review by offering my perspective on their deliberations and recovery options. I know Quinte Health Care faces similar organization and fiscal challenges as CKHA, as well as a desire to be successful with health system transformation," said Ken Tremblay. "Hopefully, a fresh set of eyes will help QHC assess the range of solutions ahead."

## **QUICK FACTS**

- QHC is projecting an operating deficit of \$8.5 million for the 2009/10 fiscal year and is currently developing strategies to ensure the organization is in a balanced budget position by March 31, 2010.
- QHC is a 320-bed hospital with sites in Bancroft, Belleville, Picton and Quinte West. It employs over 1,600 staff and more than 280 doctors have privileges.
- Ken Tremblay joined Chatham-Kent Health Alliance as President and CEO in 2003. Previously, he headed an executive search practice for physicians and healthcare executives and was also President and CEO of St Joseph's Hospital, Brantford; York Central Hospital and St. Boniface General Hospital, a teaching hospital in Winnipeg.
- Ken Tremblay, a Certified Health Executive with the Canadian and American Colleges of Health Service Executives as well as a Fellow of the American College, has many publications to his credit and is a member of the adjunct faculty of the University of Toronto's Department of Health Policy, Management and Evaluation in the Faculty of Medicine.
- The South East LHIN is responsible for planning and funding health care services for the 500,000 residents of the South East.

## **LEARN MORE**

For more information about Quinte Health Care, visit [www.qhc.on.ca](http://www.qhc.on.ca)

For more information about the South East LHIN, visit [www.southeastlin.on.ca](http://www.southeastlin.on.ca)

## **CONTACT**

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# ***NEWS BACKGROUND***

## **Ken Tremblay: Biography**

Ken Tremblay joined the Chatham-Kent Health Alliance as President and CEO in 2003. Previously, he headed an executive search practice for physicians and healthcare executives and was also President and CEO of: St Joseph's Hospital, Brantford; York Central Hospital, Richmond Hill; and, St. Boniface General Hospital, a teaching hospital in Winnipeg.

Ken Tremblay received a Bachelor of Science in Physiology and Pharmacology from the University of Western Ontario in 1978 and a Master of Science in Health Administration from the University of Toronto in 1980. Ken, a Certified Health Executive with the Canadian College of Health Services Executives and a Fellow in the American College of Healthcare Executives, has many publications to his credit and is a member of the adjunct faculty of the University of Toronto's Department of Health Policy, Management and Evaluation in the Faculty of Medicine.

In addition to hospital leadership, he has been an active participant in many other areas of the health care system, including provincial and national associations, advisory and professional bodies, community agencies and consultant to the private sector. He is the editor of Longwood's Case Study Library and a member of two editorial boards.

As a volunteer, Ken has been active with organizations such as the Chamber of Commerce, The United Way, Rotary Club and the Canadian Warplane Heritage Museum. He enjoys a wide array of interests – from canoeing and photography to woodworking and wine collecting – and resides in Chatham, Ontario, with his wife Siobhan.

# ***NEWS BACKGROUND***

## **Terms of Reference Third Party Review - Quinte Health Care**

### **Context**

QHC gave notice to the SE LHIN in October 2008 that the operating deficit was projected at \$6.7 million for 2008/09 and at \$8.5 million for 2009/10. On October 21, 2008, the SE LHIN directed the hospital to prepare a mitigation plan and to submit it to the SE LHIN within 60 days. The objective of the mitigation plan is to develop alternatives to achieve the performance objectives in the QHC Hospital Service Accountability Agreement (i.e., the requirement to achieve performance targets specified in Schedule B-1; specifically the requirement to achieve a total margin of zero or better, waived in 2008/09 to a maximum of \$3.6M, and to achieve a balanced budget position by March 31, 2010).

The hospital's initial mitigation plan will include two or three detailed strategies which will be designed to ensure the hospital will continue to provide safe, high quality health care within its allocated resources. The strategies will be prepared by QHC's management to be presented to QHC's Board prior to it undertaking an extensive community engagement. The community engagement is required for the purpose of seeking input on the strategies and to provide the opportunity for the generation of new ideas and strategies for the QHC Corporation to consider on how it can provide safe, high quality, hospital care within its allocated resources.

It was agreed on November 13, 2008 that before the strategies are discussed with the Board and the communities that a third party review be conducted to test the ability of the options to achieve the required goal of providing safe, high quality care within the existing resource allocation.

The Third Party Reviewer will be jointly selected by the SE LHIN and QHC. The Third Party Reviewer will report jointly to the SE LHIN and QHC.

### **Review Process**

The Third Party Review will:

1. Evaluate the Mitigation plan prepared by QHC Management and its two or three strategies, including validating, adding to and/or adjusting the assumptions and principles in six main categories:
  - Provision of Care – that the strategies have the ability to continue to meet the service levels currently provided by the Corporation and meet the requirements of safe, high quality care.

- Operations –the clinical framework will focus on quality of care in the following areas: Access, Efficiency, Effectiveness, Safety, Satisfaction for Patients and Staff.
- Finance will focus on the following areas: Financial viability from the standpoint of Capital, operations, PCOP and fundraising.
- Capital Redevelopment will focus on the relevance and scope of the planned redevelopment at the BG site and support for its expedited approval.
- Medical, Nursing and other Professional Staff required to support the options and the redevelopment.
- Risks and Constraints –vetting and evaluation of management approaches for addressing significant risks and constraints

## 2. Evaluate the Community Engagement Strategy and Communication Plan

Subsequent to the third party evaluation of the mitigation strategies and acceptance by the QHC and LHIN Boards, a series of interactions with health care stakeholders and community members will be held to seek feedback. The stakeholders will be internal and external to the process.

The approach will be multi-faceted and include solicited comment and input via multiple approaches, which may include email, web, open houses, as well as individual and group meetings with interested parties, including:

- General Public
- Physicians
- Hospital staff
- Patients and families

Evaluation of the communication plan and approach to ensure cohesive and coherent messaging from QHC, SE LHIN, MoHLTC and other stakeholders. Plan should include risk mitigation approach to address errant communications by media or other sources.

It is expected that the third party reviewer will oversee the community engagement process.

### **Scope of the Third Party Review**

In addition to QHC management expertise, the scope of the review must incorporate available data and information from data review, current initiatives (including Regional Capacity, ER/ALC, etc) and appropriate subject matter experts (including the regional critical care and emergency department leads).

Measures of success to include financial and other performance metrics, with targets, consistent with existing benchmarks and existing internal and external measures, relative to the strategies.