



Erie St. Clair
Regional Cancer Program
in partnership with Cancer Care Ontario

Strategic Plan

2016 - 2019



Together we will transform cancer care in Erie St. Clair

Cancer Care Ontario is the provincial government’s cancer system advisor, responsible for continually improving its performance by driving quality, accountability, innovation and value. The Erie St. Clair Regional Cancer Program (ESC RCP) is one of fourteen regional cancer programs in Ontario. The ESC RCP is a Cancer Care Ontario partner.

The ESC RCP oversees the delivery and quality of cancer services for the areas of Chatham-Kent, Sarnia-Lambton and Windsor-Essex. The ESC RCP is a network of stakeholders, healthcare professionals and organizations involved in cancer prevention and care. Each RCP is led by a Cancer Care Ontario Regional Vice President and supported by Clinical Leads with expertise specific to an area of cancer care.

At the heart of the ESC RCP is a regional cancer centre which is the primary provider of the specialized services of systemic and radiation treatment. Windsor Regional Hospital (WRH) owns and operates the regional cancer centre for ESC and is also host to the ESC RCP.

ESC RCP’s hospital partners include Bluewater Health, Chatham-Kent Health Alliance,

Leamington District Memorial Hospital and Windsor Regional Hospital. Significant partnerships are also in place with community agencies across the region, including Public Health Units; the Erie St. Clair Community Care Access Centre; First Nations, Inuit and Métis populations; Canadian Cancer Society; Hospice; multiple primary care providers and agencies; the ESC Local Health Integration Network (LHIN) and our ESC RCP Patient & Family Advisory Council.

ESC RCP’s Priorities & Planning Committee provides strategic oversight and direction to regional cancer planning and service delivery across the ESC LHIN, ensuring that residents have access to quality cancer care that is integrated and coordinated across the region. The membership is committed to the development of a strong and innovative cancer program.

It is through these formal and informal partnership agreements that our Strategic Plan is built.



A message from Monica Staley Liang Regional Vice President Cancer Services



I am pleased to present our Erie St. Clair Regional Cancer Program Strategic Plan for 2016-2019, and to take this opportunity to highlight some exciting successes from our 2013-2015 Plan.

With sincere appreciation, I would like to recognize the many cancer care partners for their enduring passion and commitment in serving our patients and families. It is through their dedication and leadership that we were able to reach the many goals we had set, and develop

our plans for the coming years.

Emphasis continues to be placed on Person-Centred Care. Our Patient & Family Advisory Council (PFAC), now in its fourth year, has been an integral part of our planning. Our Patient & Family Advisors (PFAs) bring us their perspectives, ensuring our services are designed and delivered with them foremost in mind. Through the power of their voices, PFAs have shaped many programs and processes, such as our award-winning RENEW: Life After Cancer classes and our new Walk With Me Program. We are truly grateful for their guidance during our Strategic Planning process and for their spirit and genuine hard work on many initiatives.

This Plan is devoted to the health of our families, friends, community and region. Together, we will move forward focusing on Cancer Care Ontario's OCP IV goals of Quality of Life & Patient Experience, Safety, Equity, Integrated Care, Sustainability and Effectiveness, while living our mission to *minimize the impact of cancer and improve the quality of life for the residents of Erie St. Clair.*

A message from Diane Marley Patient and Family Advisory Council Co-Chair



I was very pleased and honoured to participate in the strategic planning session for 2016-2019. Myself, along with other members of our Patient and Family Advisory Council (PFAC), attended the very informative day-long session. Working together in groups and sharing our experiences, offered a great opportunity to have our voices heard in the planning of

services provided for the upcoming years. This facilitated many avenues for collaboration and was a valuable and transparent process.

Continuing with the focus of person-centered care, our PFAC members have been involved in committee work to improve the care and comfort of patients during treatment and beyond. This has led to the design and implementation of the RENEW: Life after Cancer Program – an award winning program that has been presented on an international stage.

In using this strategic plan, our PFAC is confident in our continued success and look forward to the amazing work yet to be done.

The impact of cancer in Erie St. Clair

The population within the ESC LHIN is 636,020, with 41% of people over the age of 50 years compared to 37% in Ontario. As the population ages, there is a corresponding increased incidence of cancer. In fact, 85% of new cancers are diagnosed at 50 years and older. At the same time, many cancers can be prevented and the chances of survival are better when cancer is detected and treated early.

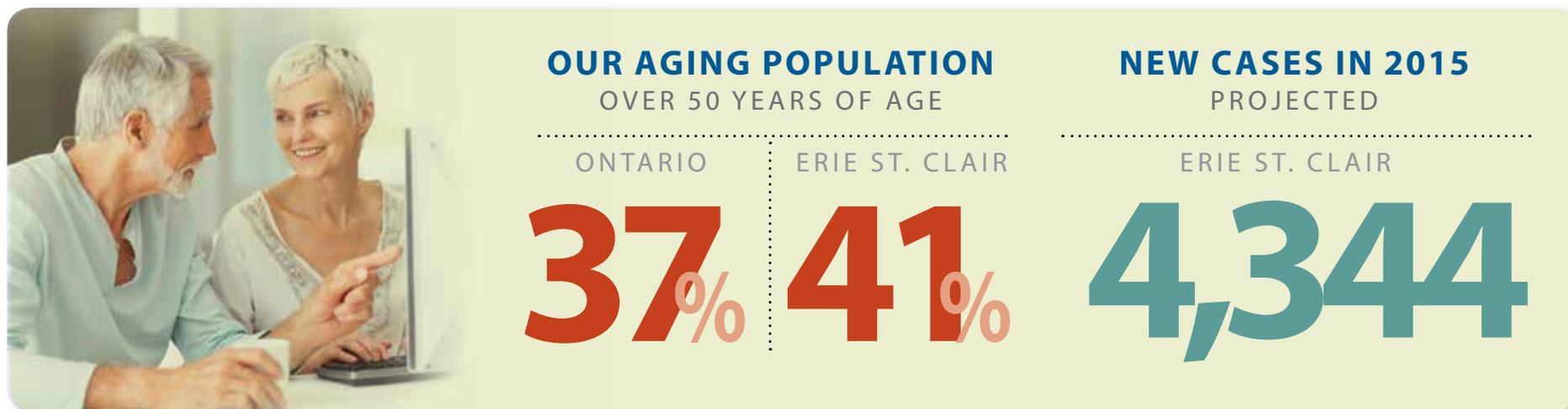
In 2015, 28,310 people are projected to die of cancer in Ontario, and 82,248 new cases will be diagnosed. For the ESC LHIN an estimated 1,686 people will die of cancer and there will be 4,344 new cancer cases in 2015.

Cancer continues to place a tremendous burden on individuals, caregivers and the health care system overall. In the near future, the burden of cancer is predicted to increase substantially, largely due to our aging population

and improved survival rates. As survival rates improve, the needs of the cancer survivor and the 'chronic' cancer population must be considered.

These realities highlight the importance of cancer prevention, screening, and planning for additional health resources for managing the future burden of cancer. We must continue our work to focus on patient centred care, reduce this burden and transform the cancer system in Erie St. Clair.

These numbers, of course, do not demonstrate the profound impact that cancer has on our patients, their caregivers and the healthcare providers that work with them. As the number of people diagnosed with cancer rises, and as people live longer with cancer, we must continue to work to reduce these burdens while meeting the physical and emotional needs of our patients and their families.



Cancer in the Aboriginal Population

The registered First Nation, Inuit and Métis (FNIM) population of the Erie St. Clair region is approximately 14,895, representing 6% of Ontario's FNIM population. This population consists of five First Nation communities, the Fiddle and Sash Métis Association, the Windsor/Essex Métis Nation and two Friendship Centres.

Cancer rates in these populations are increasing and are expected to continue rising. FNIM populations have higher standardized mortality rates. Incidence rates for major cancers are increasing more rapidly among FNIM, and their survival is worse than that of other Ontarians.

A high incidence of cancer among Aboriginal Peoples has been attributed in part to the prevalence of several risk factors associated with the social determinants of health.

Our Aboriginal Navigator supports patients and families, encourages screening, regularly networks with all communities across the Erie St. Clair region and collaborates with other regional cancer programs.



Our record so far...

The ESC Priorities & Planning Committee (PPC) is at the end of its 2013-15 Plan which was developed to align with OCP III. Listed here are some of the key accomplishments under those plans.

<i>Goals</i>	<i>Accomplishments</i>
Implement smoking cessation strategies across Erie St. Clair.	<ul style="list-style-type: none"> • A smoking cessation program for cancer patients has been implemented, resulting in over 97% of our patients being screened for tobacco use – almost double the provincial average.
Extend Your Health Matters (YHM) program to workplaces across Erie St. Clair.	<ul style="list-style-type: none"> • The YHM program to promote cancer prevention and screening has been redesigned and redeployed across the province. • YHM was adapted for use in the First Nations and Métis communities and 17 individuals have been trained to deliver YHM in their communities.
Work in partnership with Primary Care Providers (PCP) to increase screening program participation.	<ul style="list-style-type: none"> • Over 70% of eligible ESC primary care physicians (PCP) have registered to receive monthly Screening Activity Reports (SARs) that will assist them to increase their cancer screening rates – among the highest rate in the province. • A Nursing Student Initiative developed in ESC has resulted in over fifteen 4th year nursing students being placed in PCP offices each term, and over 2,000 patients being assessed for their cancer screening program participation. • Over 120 PCP front line nursing and administrative staff per year participate in the ESC Front Line Connect education program designed to raise awareness and uptake of the cancer screening programs. • Over 20 targeted Cancer Screening Clinics are held each year in under screened/never screened populations.
Implement and coordinate standards-based regional Multidisciplinary Cancer Conferences.	<ul style="list-style-type: none"> • Approximately 300 multidisciplinary meetings are held each year for 14 disease sites, with approximately 1,400 patients discussed. • 82% adherence to MCC standards, among the best in the province.

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Goals	Accomplishments
<p>Implement Surgical Oncology standards and guidelines.</p>	<ul style="list-style-type: none"> • Secured a Thoracic Surgical Oncology Program for our region. • Developed and implemented strategies to ensure compliance with Cancer Care Ontario surgical oncology recommendations and guidelines.
<p>Implement Systemic Therapy standards of care.</p>	<ul style="list-style-type: none"> • Oral chemotherapy education strategy was implemented. • Standardized clinical monitoring guidelines were developed. • All intravenous chemotherapy regimens were reviewed.
<p>Design and deliver organization specific scorecards to drive regional quality improvements.</p>	<ul style="list-style-type: none"> • Monthly and quarterly organization specific scorecards were jointly developed and have been implemented across the Region, allowing our partners to regularly identify program successes and opportunities for improvement.
<p>Ensure the patient and family voice influences and guides quality care improvements.</p>	<ul style="list-style-type: none"> • The roles and responsibilities of our PFAC have continued to expand with the implementation of several working committees and the election of a patient representative to the role of Council Co-chair.
<p>Establish a patient education strategy that provides a range of patient information and education opportunities reflective of differing learning styles and preferences.</p>	<ul style="list-style-type: none"> • Implemented “Your Learning Matters” patient survey to assess educational needs and preferences. • My Cancer Guide, an online patient education and navigation program, was rolled out across the Region, with high levels of patient and family member satisfaction.
<p>Regional roll out of Pain and Symptom Management Guidelines.</p>	<ul style="list-style-type: none"> • Continued to focus on the uptake and use of Patient Symptom Management Scores • Developed and tested a monthly chart audit process to assess clinician’s ability to assist patients with significant symptoms.
<p>Develop an evidence based ESC survivorship strategy.</p>	<ul style="list-style-type: none"> • The RENEW: Life after Cancer Program was launched, with approximately 200 cancer survivors and family members participating in education sessions and exercise programs to date. • A PFAC subcommittee was established, and a patient focus group and survivorship planning process was implemented.

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Goals	Accomplishments
Establish a philosophy of patient centred care as a key driver of cancer services design and delivery.	<ul style="list-style-type: none"> • An ESC Person Centred Care Lead was identified. • To date, approximately 50% of Cancer Centre staff have participated in AIDET training - a very powerful framework for staff to communicate with people who are often nervous, anxious and feeling vulnerable.
Develop an evidence based ESC Professional Education Plan to support clinicians in the provision of expert high quality patient care.	<p>Professional education plans put into place have resulted in:</p> <ul style="list-style-type: none"> • 95% of Nurses have completed the designated de Souza Institute Chemotherapy and Biotherapy Program. • 75% of Nurses have completed the Canadian Oncology Nurse Certification.
Continue to build a cross-sector, high quality 'system' of palliative care in ESC.	<ul style="list-style-type: none"> • Expanded and worked to standardize Palliative Care services at Windsor Regional Cancer Program. • Instituted Multidisciplinary Palliative Care Rounds with hospital and community partners. • Planned and delivered LEAP (Learning Essential Approaches to Palliative and End of Life Care) training to healthcare professionals across the region. • Participated in ESC LHIN Hospice Palliative Care Advisory Committee. • Collaborated with Canadian Virtual Hospice on development of FNIM videos. • Participated on Aboriginal sub-committee of Pallium Canada to develop indigenous content.
Improve access to cancer genetic screening and counselling for ESC residents.	<ul style="list-style-type: none"> • The first ESC Genetics Counsellor was hired and has established consistent screening and counselling clinics which provide service to approximately 350 patients each year.

Celebrating our Successes

“I believe fighting one’s way through cancer and having positive emotional well-being is critical. Knowing one has the support of this partnership through the journey helps the healing process and one’s emotional state has a direct impact on recovery. This strong support structure offered by this program will result in the most positive outcome.”

– a Walk With Me Program participant

From 2013 to 2015, our Regional Cancer Program partners brought the goals in our Regional Cancer Plan to life. Thanks to the hard work and commitment of our partners, our patients are receiving high quality, patient-centred care closer to home. Here, we highlight just a few of their achievements:

An innovative, award winning and locally developed initiative, called the **Walk With Me Program**, was established in December of 2014. It gives breast cancer patients timely access to primary care supportive resources through a “warm handshake” with Chatham-Kent Health Alliance (CKHA) Breast Assessment Program (BAP), CKHA’s surgeon champion, Dr. Elizabeth Haddad and Thamesview Family Health Team. This unique integration links patients to support without the patient having to tell their story repeatedly. It also ensures the right provider, for the patient’s needs, at the right time and in the right place. Removing the walls of organizations allows rapid access to psychosocial care – an under-appreciated and under-delivered need.

A Prostate Clinic Collaborative Care Model was implemented at Bluewater Health (BWH) in June of 2014. Expanded prostate cancer services are now provided in a Prostate Cancer Clinic which focuses on comprehensive and personalized care. Estimated to treat 100 patients monthly, the clinic offers support, education and assistance to men and their families through the prostate cancer journey. The new clinic brings a coordinated focus on timely assessment, treatment and surveillance; patient and family support; and education, particularly in the areas of psychosocial and sexual health. With the additional focused educational support, BWH was able to achieve a patient feedback score almost double the provincial average for emotional support.

Radiation Wait Times at Windsor Regional Cancer Centre were aggressively reduced with the aid of a Treatment Planning Tracker, a locally developed workflow and wait time management system, and daily treatment planning huddles. More than 95% of patients now receive their radiation treatment within provincially mandated wait time targets, compared to less than 85% in 2011.

A first of its kind **Aboriginal Cancer Journey Conference** was held in November of 2015, in partnership with the Southwest Regional Cancer Program, as well as with representatives from Public Health, Cancer Care Ontario's Aboriginal Cancer Control Unit, and the First Nations, Inuit and Métis (FNIM) Communities across Southwestern Ontario. In all, 170 participants from 14 FNIM communities attended this inaugural full-day conference to learn about the cancer journey firsthand from First Nations people, physicians and other health care providers.

“Cancer is a true health threat to the Indigenous Peoples of Ontario.”

*– Dr. Jason Pennington MD
Regional Aboriginal Cancer Lead, Central East RCP
Keynote Speaker, Aboriginal Cancer Journey
Conference, Aamjiwnaang First Nation (Sarnia)*



The Aboriginal Cancer Journey Conference brought together representatives from Public Health, Cancer Care Ontario's Aboriginal Cancer Control Unit, RCPs, and the FNIM Communities across Southwestern Ontario.

Together we will... build on our accomplishments

Much has been accomplished under our 2011-2015 Regional Cancer Plan, but there is still more work ahead to meet the challenges of our aging population and an increasingly complex cancer care system. Cancer Care Ontario recently developed its fourth Ontario Cancer Plan (OCP IV). This plan is designed to help all Ontarians reduce their risk of developing cancer, and to improve the quality of care for current and future patients. The plan broadens Cancer Care Ontario's work to more fully span all stages of the cancer care continuum and to have a more fully person-centred approach. The plan has six goals:

OCP IV GOALS

Quality of Life & Patient Experience	Safety	Equity	Integrated Care	Sustainability	Effectiveness
Ensure the delivery of responsive and respectful care, optimizing quality of life across the cancer care continuum.	Ensure the safety of patients and caregivers in all settings.	Ensure health equity for all Ontarians across the cancer system.	Ensure the delivery of integrated care across the cancer care continuum.	Ensure a sustainable cancer system for future generations.	Ensure the provision of effective cancer care based on best practice.

The complete plan is available online <http://ocp.cancercare.on.ca>

Developing a Strategy for Erie St. Clair

During the fall of 2015, the ESC Planning and Priorities Committee held a retreat to review the newly released OCP IV, celebrate accomplishments from the past three years and discuss priorities and regional objectives for the next three years. Participants at the retreat included representatives from ESC RCP and the Southwest RCP leadership teams, ESC RCP Clinical Leads, ESC RCP partner hospitals, community partners and six Patient & Family Advisors.

Participants at the retreat were tasked with identifying the highest

priorities for the ESC RCP by identifying the strategic objectives from each OCP IV goal that were most relevant for the region. The process for the planning day included rating the current performance of each objective from poor to excellent. Gaps were identified and regional objectives from OCP IV were selected as ESC RCP priorities. For each priority selected, a series of actions to be achieved by 2019 were identified.

Listed below are the OCP IV goals, selected strategic objectives and associated ESC RCP actions.

The ESC RCP and the Southwest RCP leadership teams, the ESC RCP Clinical Leads, ESC RCP partner hospitals, community partners and six PFAs met to review the newly released OCP IV and discuss priorities and regional objectives for the next three years.



ERIE ST. CLAIR REGIONAL CANCER PLAN – AT A GLANCE 2016-2019

<i>Quality of Life & Patient Experience</i>	<i>Safety</i>	<i>Equity</i>	<i>Integrated Care</i>	<i>Sustainability</i>	<i>Effectiveness</i>
ESC RCP PRIORITIZED STRATEGIC OBJECTIVES					
<ol style="list-style-type: none"> 1. Drive excellence in the development of initiatives by partnering with patients and their families to ensure services and care reflect their needs and preferences. 2. Expand and integrate access to palliative, psychosocial and rehabilitation services to improve quality of life and patient experience. 3. Capture a range of real time patient reported information that is meaningful to patients to improve the quality of care. 4. Support our health care providers, patients and families with training, tools and resources to improve communication, decision making, self management and quality of life. 5. Provide a supportive team environment that fosters a healthy and productive work life. 	<ol style="list-style-type: none"> 1. Develop and implement patient safety tools that enable safer care in settings outside the hospital, including in the home. 2. Describe specific education/certification requirements for regulated health care providers delivering cancer care. 	<ol style="list-style-type: none"> 1. Assess, expand, enhance and utilize data to better understand and improve equity issues in the region. 2. Develop locally relevant policies and programs in partnership with community service providers to improve access to services for specific populations and support healthcare providers with training, data and tools to deliver equitable services. 	<ol style="list-style-type: none"> 1. Stratify patients based on risk including co-morbid conditions and social determinants of health to determine the supports that patients and families need to navigate their care pathway. 2. Increase the availability of relevant patient clinical information to patients and providers across care settings to support informed decision making. 	<ol style="list-style-type: none"> 1. Continue to increase participation in organized cancer screening programs for breast, colorectal and cervical cancer. 2. Assess value from the perspectives of patient experience, population health and cost, to inform decision making across the cancer system. 	<ol style="list-style-type: none"> 1. Expand measurement of clinical and patient reported outcomes to enable effective, high quality care. 2. Expand our performance management model to include non-hospital health care organizations and performance at the provider level in order to be more effective across the system.

ERIE ST. CLAIR REGIONAL CANCER PLAN – AT A GLANCE 2016-2019

<i>Quality of Life & Patient Experience</i>	<i>Safety</i>	<i>Equity</i>	<i>Integrated Care</i>	<i>Sustainability</i>	<i>Effectiveness</i>
ESC RCP ACTIONS FOR 2016-19					
<ol style="list-style-type: none"> 1. Support our health care providers to better respond to high psychosocial distress scores. 2. Proactively link patients at high risk for psychosocial distress with appropriate supports. 3. Implement a ‘real time’ patient feedback system to increase understanding of patients’ experience and identify opportunities to improve. 4. Offer patients and families a broad suite of tools and resources to improve communication, decision making and self management. 5. Offer the RENEW: Life after Cancer Education and Exercise Program to cancer survivors across the region. 6. Offer regular opportunities for ESC RCP staff to further develop their communication, people management, and leadership skills. 7. Align Person-Centred Guidelines with programs and initiatives across the continuum of care. 	<ol style="list-style-type: none"> 1. Offer educational opportunities for Primary Care, community and hospital nursing partners. 2. Offer educational opportunities for emergency departments and palliative health care providers. 3. Support the development of oncology ‘champions’ within our community partners. 4. Standardize competencies and certifications for systemic therapy health care providers. 	<ol style="list-style-type: none"> 1. Champion the development of a Regional Health Equity scorecard. 2. Expand the cancer prevention and patient navigation programs in First Nations, Inuit, and Métis communities. 3. Enhance cancer prevention and screening in the identified under/ never screened population. 	<ol style="list-style-type: none"> 1. Implement a patient intake process that includes the assessment and triage of a wide variety of determinants of health, clinical factors and co-morbid conditions. Identify and offer supports and services to mitigate the assessed risk. 2. Implement a Peer Navigation Network. 3. Provide extensive access to information and tools to support informed decision making. 	<ol style="list-style-type: none"> 1. Continue to enhance the Nursing Student Initiative. 2. Build a community of practice to better understand and use population level and health care cost information. 3. Continue to expand educational and supportive programming for Primary Care office nursing and administrative staff. 4. Leverage community partnerships to enhance public knowledge transfer and exchange around cancer prevention and screening. 	<ol style="list-style-type: none"> 1. Continue to enhance the adoption and use of the Screening Activity Reports for primary care partners. 2. Provide appropriate and dedicated resources for performance management. 3. Implement a continuous quality improvement process for patient reported outcomes. 4. Revise and expand the use of actionable scorecards across the system.

Together we will... implement our plans and evaluate our success

This is a strategic document, and as such will be supported by more detailed operational and clinical work plans. The OCP IV and this associated document will serve as our guide as we move forward with our partners over the next three years and continue to improve the cancer system in Erie St. Clair.

Now, the work of implementing this strategy begins. The ESC PPC, Regional Cancer Program staff and Patient & Family Advisors will continue to collaboratively develop these strategies and associated action plans with our many partners. Ongoing evaluation of our work will include the regular review of key performance indicators that we will use to chart our successes along the way.

Together we will... transform cancer care in Erie St. Clair

Mission

Together, we are committed to minimize the impact of cancer and improve the quality of life for the residents of Erie St. Clair.

Vision

Working together to create the best cancer system in Ontario.



Erie St. Clair
Regional Cancer Program
in partnership with Cancer Care Ontario

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