

**TO:** CEOs and Executive Directors of  
Toronto Central LHIN Health Service Providers

**FROM:** Matt Anderson, CEO, Toronto Central LHIN

**DATE:** February 3, 2009

**SUBJECT:**

1. **Final Report of the Back Office Council**
2. **Launch of new initiative: Partnerships for Service Improvement**
3. **Hold this Date: Monday, February 23<sup>rd</sup> 8:30 to 11:00**

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I am pleased to share with you the final report of the Toronto Central LHIN Back Office Integration Council. As you will recall, this was one of several Councils launched two years ago in alignment with our nine Integrated Health Services Plan priorities. The fourteen members of the Back Office Integration Council consulted widely and evaluated multiple models of back office integration to reach conclusions on the opportunities and challenges of Back Office Integration for providers in the Toronto Central LHIN.

What struck me in particular in the Council's report and in the informal feedback from members were the potential benefits that back office integration may yield for quality of services and productivity. Another theme from the Council's work was that there is a strong desire for the LHIN to play a role as a catalyst in enabling organizations to explore and pursue back office integration on a voluntary basis. With the changing economic climate, the need for creative and innovative action that maximizes the quality and impact of our services is more relevant than ever.

In this spirit, I am formally announcing the launch a new TC LHIN initiative: ***Partnerships for Service Improvement***. This initiative picks up where the work of the Council leaves off. We will be hosting an "Information and Partnering Meeting regarding this initiative on:

**Monday, February 23<sup>rd</sup>**  
**9:00 a.m. to 11:00 a.m. (Continental Breakfast available at 8:30 a.m.)**  
**CNIB, 1929 Bayview Avenue, Room 126**

Partnerships for Service Improvement will focus on encouraging leading practices in integrating specific back office or clinical support services. This initiative will have a somewhat broader scope than the Back Office Council in that it will also include integration of clinical support functions like laboratory services, pharmacy, diagnostic imaging, biomedical engineering, etc. The overall intention of this initiative is to create models that can be adopted or built upon for continued integration and service improvements between other organizations.

I have asked Rob Devitt and Brigitte Witkowski to co-lead this action phase with Toronto East General Hospital acting as the administrative partner with the LHIN in this initiative. Ene Underwood, who recently joined us on secondment from the Bridgepoint Health executive team, will be the LHIN executive lead for this work.

In this initial phase, the LHIN intends to endorse four to six Demonstration Projects of leading practices. In keeping with the theme of action, the LHIN has provided seed funding for the first “Partnerships for Service Improvement” demonstration project. This collaboration was identified and supported by the Back Office Integration Council and involves a group of organizations belonging to the Solutions – East Toronto’s Health Collaborative. This group is working to implement a model for the integration of legal and selected human resource services. If your organization is interested in participating in – or remaining abreast of developments in this integration initiative, please contact Wolf Klassen, Vice President, Program Support, at Toronto East General ([wklas@tegh.on.ca](mailto:wklas@tegh.on.ca) 416-469-6580 x6286).

The LHIN intends to endorse four to six demonstration projects in this initial phase. If your organization is interested in partnering with other organizations to be one of the initial demonstration projects, please review the attached information kit, which includes:

- The application and selection process
- The PSI Demonstration Project application form
- PSI Frequently Asked Questions

**Note that the deadline for PSI Demonstration Project Applications is Friday, March 20<sup>th</sup>.**

Let me reiterate my thanks and congratulations to the members of the Back Office Integration Council for laying a solid foundation on which we can all now build. I want to particularly thank Rob Devitt and Brigitte Witkowski for their leadership as Council Chairs and for their agreement to continue on in leading the action phase.

As outlined in the Council’s report, back office integration is not without its complexities and there is no “one size fits all” solution. However, it is clear that many opportunities lie before us within the Toronto Central LHIN. I am pleased to launch the Partnership for Service Improvement Initiative and to invite your organization to consider using this as an opportunity to implement changes that improve services for the people you serve.

The ***PSI Information and Partnering Session*** to be held on **Monday, February 23<sup>rd</sup>** must be attended by all organizations interested in being considered for demonstration projects. You are welcome to send one or more participants. Please **RSVP: [anne.redston@lhins.on.ca](mailto:anne.redston@lhins.on.ca) or 416-969-3286.**

**COPY:** Rob Devitt and Brigitte Witkowski, Co-Chairs, Back Office Integration Council  
Ene Underwood, Strategy Lead, Toronto Central LHIN