

Attention: Shirley Bond, Chair and Mitzi Dean, Deputy Chair of the Select Standing Committee on Public Accounts

Adult Tertiary Care in BC (Riverview Tertiary Care Redevelopment Services) Access to Adult Tertiary Mental Health and Substance Use Services Released [05/16]

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PAC Meeting Plan ¹	05/10/16	Prepared by: Ministry of Health in partnership with the BC Mental Health and Substance Use Services (An agency of the Provincial Health Services Authority)	Reviewed by: Doug Hughes, Assistant Deputy Minister, Health Services Policy Division, Ministry of Health
1 st APPA Update	23/09/16	Prepared by: Ministry of Health in partnership with the BC Mental Health and Substance Use Services (An agency of the Provincial Health Services Authority)	Reviewed by: Doug Hughes, Assistant Deputy Minister, Health Services Policy Division, Ministry of Health
2 nd APPA Update	17/11/17	Prepared by: Ministry of Health in partnership with the BC Mental Health and Substance Use Services (An agency of the Provincial Health Services Authority)	Reviewed by: Ted Patterson, Assistant Deputy Minister, Primary and Community Care Policy Division, Ministry of Health
3 rd APPA Update	17/02/19	Prepared by: Ministry of Health in partnership with the BC Mental Health and Substance Use Services (An agency of the Provincial Health Services Authority)	Reviewed by: Teri Collins, Assistant Deputy Minister, Specialized Services Division, Ministry of Health
4 th APPA Update	12/03/20	Prepared by: Ministry of Health in partnership with the BC Mental Health and Substance Use Services (An agency of the Provincial Health Services Authority)	Reviewed by: Teri Collins, Assistant Deputy Minister, Specialized Services Division, Ministry of Health

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Rec. # Accepted? Yes / No ²	OAG Recommendations	Actions Planned & Target Date(s) ³	Assessment of Progress to date ⁴ and Actions Taken ⁵ (APPA update)
1. Yes	The Ministry of Health collaborate with the health authorities to clarify roles and responsibilities and set province-wide direction, including a refreshed vision, goals and objectives for adult tertiary care.	<ul style="list-style-type: none"> To develop a Memorandum of Understanding (MoU) and Project Charter between the Ministry of Health (MoH), Provincial Health Authorities (PHSA) and Regional Health Authorities to clarify roles and responsibilities and to develop a provincial Tertiary Care Framework. <p>Target Date: April 2018</p>	<p>Progress Assessment: Fully Implemented</p> <ul style="list-style-type: none"> MOU and project charter developed and signed off by MoH and PHSA on November 2016 to define roles and responsibilities regarding completion and implementation of OAG Adult Tertiary Mental Health and Substance Use Services report (OAG Report) recommendations. Actions Taken: Tertiary Care Framework completed with the following elements: <ul style="list-style-type: none"> Values, goals, guiding principles and definitions Responsibilities of key stakeholders Relationship to System of Care and other tiers of service Target population Service descriptions for: <ul style="list-style-type: none"> Psychiatric Intensive Care Assessment & Treatment Intensive Tertiary Rehabilitation Short Term Rehabilitation Long term Rehabilitation Tertiary Care Framework finalized and endorsed by the provincial Mental Health and Substance Use Working Group including representation from the Ministry of Mental Health and Addictions (MMHA) – 10/10/2018.

¹ The audited organization will be required to present their initial action plan at this meeting (i.e. First three columns completed for each OAG recommendation included in the audit report)

² For each recommendation, the audited organization should state whether they have accepted the recommendation and plan to implement it fully by typing either “Yes” or “No” under the number of the recommendation.

³ Target date is the date that audited organization expects to have “fully or substantially implemented” the recommendation. If several actions are planned to implement one recommendation, indicate target dates for each if they are different.

⁴The Select Standing Committee on Public Accounts (PAC) will request that the audited organization provide a yearly update (i.e. completed “Assessment of Progress and Actions Taken” column) until all recommendations are fully implemented or otherwise addressed to the satisfaction of the PAC. This is for the APPA update.

⁵ This action plan and the subsequent updates have not been audited by the OAG. However, at a future date that Office may undertake work to determine whether the entity has implemented the recommendations. The results of that work will be reported in a separate report prepared by the OAG.

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<p>2. Yes</p>	<p>The Ministry of Health collaborate with the health authorities to implement a province-wide performance management framework for adult tertiary care, including performance measures and targets.</p>	<ul style="list-style-type: none"> • Develop Performance Management Framework (Actions planned for recommendation 2 and it also responds to recommendation 6) <ul style="list-style-type: none"> • Establish a provincial Performance Management Framework Working Group including all RHA, First Nations Health Authority (FNHA) and Patient Partner representation from Patient Voices Network. • Operationalise the BC Health Quality Matrix dimensions of quality for adult tertiary mental health context • Develop indicator selection criteria • Identify and select adult tertiary mental health key performance indicators • Implement Performance Management Framework for Adult Tertiary Mental Health and Substance Use Services <p>Target Date: April 2018.</p>	<p>Progress Assessment: Partially Implemented Action Taken & Discussion: A provincial Performance Management Framework for Adult Tertiary Mental Health and Substance Use Services was completed, responding to recommendation 2 and recommendation 6 of the OAG Report. The Framework includes:</p> <ul style="list-style-type: none"> • A global environmental scan of relevant literature and evaluation frameworks • Performance indicator selection criteria • Adult tertiary mental health key performance indicators • Considerations for implementation <p>Tertiary Care Performance Management Framework have been finalized and endorsed by the provincial Mental Health and Substance Use Working Group including representation from MMHA – 10/10/2018</p> <ul style="list-style-type: none"> • The Ministry of Health in partnership with the MMHA, PHSA and key stakeholders will be supporting the Health Authorities in the implementation of the Performance Management Framework. The Ministry of Health has asked the Provincial Health Services Authority to submit a proposal to develop a network to support this recommendation in the OAG report. <p>Update: 07/02/2020:</p> <ul style="list-style-type: none"> • By May 31, 2020 the Ministry of Health will be establishing a memorandum of understanding with the PHSA, including 12-month deliverables and time lines, to support the implementation of the Performance Management Framework within each Health Authority. • By September 30, 2020 the PHSA will submit a proposal to the Ministry of Health to develop a network to support the continued implementation of the long term OAG recommendations. • In addition, the Ministry of Health in partnership with the PHSA will be asking each health authority in 2020/21 to develop an implementation plan with deliverables and time-lines to implement the MHSU tertiary care Performance Management Framework in a phased-in approach in accordance with the recommendations outlined in the report. • Notwithstanding, Health Authorities such as the Vancouver Coastal Health Authority are redesigning their mental health tertiary care services and are using the provincial Tertiary Care Performance Management Framework as a guiding document to support the redesign of the services consistent with the recommendations outlined in this report. • The implementation of the Performance Management Framework is dependent on the implementation of phase two of the Ministry of Health Minimum Reporting Requirements for MHSU Tertiary care services. Completion of implementation of MRR Phase 2 was delayed and is expected to be implemented in 2020/21.
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<p>3. Yes</p>	<p>The Ministry of Health clarify roles with the Provincial Health Services Authority to finalize and implement the adult tertiary care standards.</p>	<ul style="list-style-type: none"> To finalize Adult Tertiary Care standards for Mental Health and Substance Use Services RHAs to develop regional plan for phased implementation of Tertiary Care Standards <p>Target Date: October 2018</p>	<p>Progress Assessment: Partially implemented</p> <p>Actions Taken & Discussions:</p> <p>Standards for Adult Tertiary Care Mental Health and Substance Use Services have been finalized and endorsed by PMHSU-WG – 13/09/2017</p> <ul style="list-style-type: none"> Ministry of Health policy to guide implementation of the Tertiary Care Standards is under development with a completion target date of September 30, 2019 The development of Health Authority plans for phased implementation of Tertiary Care Standards is under development expected to be completed by September 30, 2019. The Ministry of Health in partnership with the MMHA, PHSA and key stakeholders will be supporting the Health Authorities in the implementation of the Tertiary Care standards. The Ministry of Health has asked the Provincial Health Services Authority to submit a proposal to develop a network to support this recommendation in the OAG report. <p>Update: 07/02/2020:</p> <ul style="list-style-type: none"> By May 31, 2020 the Ministry of Health will be establishing a memorandum of understanding with the PHSA to clarify roles, including 12-month deliverables and time lines, to support the implementation of the Tertiary Care standards within each Health Authority. By September 30, 2020 the PHSA will submit a proposal to the Ministry of Health to develop a network to support the continued implementation of the long term OAG recommendations. In addition, the Ministry of Health in partnership with the PHSA will be asking each health authority in 2020/21 to develop an implementation plan with deliverables and time-lines to implement the mental health tertiary care standards in a phased-in approach in accordance with the standards outlined in the report. Notwithstanding, the Vancouver Coastal and Fraser Health Authority are using the Tertiary Care Standards as a guiding document to support the redesign of the services consistent with the requirements outlined in this report. For example, the Fraser Health Authority applied the Tertiary Care Standards to the Arbutus Place mental health tertiary care facility when it moved from Langley to Surrey in January 2020.
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Rec. # Accepted? Yes / No ²	OAG Recommendations	Actions Planned & Target Date(s) ³	Assessment of Progress to date ⁴ and Actions Taken ⁵ (APPA update)
4. Yes	The Ministry of Health collaborate with the health authorities to improve long-term planning, including improving information-sharing to better identify long-term risks and gaps in services.	Establish a provincial tertiary care network of clinicians and managers for regular sharing of prevalence, demographic and clinical information and information on changing needs and gaps in services Target Date: October 2018.	<p>Progress Assessment: Partially implemented</p> <p>Actions Taken & Discussion</p> <ul style="list-style-type: none"> The Ministry of Health has asked the Provincial Health Services Authority to submit a proposal to develop a provincial network to implement the recommendations in this report. <p>Update: 07/02/2020:</p> <ul style="list-style-type: none"> By May 31, 2020 the Ministry of Health will be establishing a memorandum of understanding with the PHSA, including 12-month deliverables and time lines, to improve information sharing to better identify long-term risks and gaps in services. By September 30, 2020 the PHSA will submit a proposal to the Ministry of Health to develop a network to support the continued implementation of the long term OAG recommendations. In addition, the Ministry of Health in partnership with the PHSA will be asking each health authority in 2020/21 to develop a plan to start long-term planning of mental health tertiary care services to better identify long-term risks and gaps in services. Notwithstanding, Health Authorities have developed and implemented information sharing agreements to improve information sharing between health authorities.

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5. Yes	The health authorities regularly identify adult tertiary care population needs and determine whether they have the right mix of current and future services.	Develop final report that identifies service gaps and emerging needs of this population over the next 5-10 years within context of provincial strategic initiatives Target Date: May 2018.	<p>Progress Assessment: Partially Implemented</p> <p>Actions Taken & Discussion</p> <ul style="list-style-type: none"> The Centre for Applied Research for Mental Health and Addictions (CARMHA) at the Simon Fraser University (SFU) has been contracted by the Ministry of Health to research the <i>Estimated Prevalence & Distribution of Selected DSM-5 Mental Disorders & Substance Use Disorder Groups in BC, including the type and quantity of MHSU services needed, including adult tertiary care services. The report is expected to be completed by October 2019.</i> <p>Update: 07/02/2020:</p> <ul style="list-style-type: none"> The Ministry of Health in partnership with the Centre for Applied Research for Mental Health and Addictions (CARMHA) at the Simon Fraser University (SFU) has done extensive work in estimating the prevalence, co-morbidity and ideal suite of services for 13 major mental health disorders, including people with severe mental health a substance use disorders served at the tertiary care level. With input from experts and people with lived experience a first draft report has been completed titled: <i>“Estimated Prevalence & Distribution of Selected DSM-5 Mental Disorders & Substance Use Disorder Groups in BC including the type and quantity of MHSU services needed” in October 2019.</i> This work was fundamental as the next step to support the planning of the right mix of current and future services for the tertiary care MHSU client population. A final of the above CARMHA report is expected by April 30, 2020. This completed work/report is foundational and will be utilized to support the determination of the right mix of current and future services for the tertiary care population.

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6. Yes	The health authorities periodically evaluate the effectiveness of their adult tertiary care programs and share lessons learned with the Ministry of Health and other health authorities.	<p>Develop Performance Management Framework (Actions planned for recommendation 2 and it also responds to recommendation 6)</p> <ul style="list-style-type: none"> • Operationalise the BC Health Quality Matrix dimensions of quality for adult tertiary mental health context • Develop indicator selection criteria • Identify and select adult tertiary mental health key performance indicators • Implement Provincial Performance Management Framework including regular reporting to the Ministry of Health (MoH) • Establish a provincial Network of clinicians and managers for regular sharing of prevalence, demographic and clinical information and information on changing needs and gaps in services. <p>Target Date: October 2018.</p>	<p>Progress Assessment: Partially implemented</p> <p>Actions Taken & Discussion:</p> <ul style="list-style-type: none"> • Tertiary Care Performance Management Framework finalized and endorsed by the provincial Mental Health and Substance Use Working Group – 10/10/2018 • The implementation of the Provincial Tertiary Care Performance Management Framework is dependent on the implementation of phase two of the Ministry of Health Minimum Reporting Requirements for MHSU Tertiary care services. Completion of implementation of MRR Phase 2 is expected in 2020/21. • The Ministry of Health in partnership with the MMHA, PHSA and key stakeholders will be supporting the health authorities in implementing this recommendation. The Ministry of Health has asked the Provincial Health Services Authority to submit a proposal to develop a network to implement the recommendations in this report. <p>Update: 07/02/2020:</p> <ul style="list-style-type: none"> • By May 31, 2020 the Ministry of Health will be establishing a memorandum of understanding with the PHSA, including 12-month deliverables and time lines, to support the implementation of how health authorities periodically evaluate the effectiveness of their adult tertiary care programs and share lessons learned with the Ministry and other health authorities. • By September 30, 2020 the PHSA will submit a proposal to the Ministry of Health to develop a network to support the continued implementation of the long term OAG recommendations. • In addition, the Ministry of Health in partnership with the PHSA will be asking each health authority in 2020/21 to develop an implementation plan with deliverables and time-lines to implement the MHSU tertiary care Performance Management Framework in a phased-in approach in accordance with the recommendations outlined in the report. • Notwithstanding, the Fraser and Vancouver Coastal Health Authority are redesigning their mental health tertiary care services and are using the provincial Tertiary Care Performance Management Framework as a guiding document to support the redesign of the tertiary care services consistent with the recommendations outlined in this report.

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<p>7. Yes</p>	<p>The Ministry of Health and health authorities work with key stakeholders to address the gaps in services for individuals whose needs are beyond the threshold of services currently funded and available.</p>	<ul style="list-style-type: none"> • Develop provincial plan that incorporates the needs of underserved populations. The OAG report identified three populations of focus for the provincial plan: <ul style="list-style-type: none"> ○ Individuals with co-occurring mental health and substance use issues ○ Individuals with acquired brain injury and/or intellectual disabilities ○ Individuals with current or past involvement in extreme violence • Establish a provincial working group with key stakeholders from HAS, FNHA, Patient Partner representation from Patient Voices Network to review findings of H. Krueger & Associates Report • Finalize Provincial Report: <i>Supporting clients with multiple and complex needs</i> <p>Target Date: April 2018.</p>	<p>Progress Assessment: Partially Implemented</p> <p>Actions Taken & Discussions:</p> <ul style="list-style-type: none"> • Provincial Report: <i>Supporting clients with multiple and complex needs</i> finalized and endorsed by the provincial Mental Health and Substance Use Working Group – 10/10/2018 • The Ministry of Health in partnership with the MMHA, PHSA and key stakeholders will be supporting the health authorities in implementing the provincial report: <i>Supporting clients with multiple and complex needs</i>. The Ministry of Health has asked the PHSA to submit a proposal to develop a network to support the implementation of this recommendations in the OAG report. <p>Update: 07/02/2020:</p> <ul style="list-style-type: none"> • The Ministry of Health in partnership with the Centre for Applied Research for Mental Health and Addictions (CARMHA) at the Simon Fraser University (SFU) has done extensive work in estimating the prevalence, co-morbidity and ideal suite of services for 13 major mental health disorders, including those people with severe mental health a substance use disorders served at the tertiary care level. With input from experts and people with lived experience a first draft report has been completed titled: <i>“Estimated Prevalence & Distribution of Selected DSM-5 Mental Disorders & Substance Use Disorder Groups in BC including the type and quantity of MHSU services needed” in October 2019. As per recommendation #5, this work was fundamental as the next step to support the planning of the right mix of current and future services for the tertiary care MHSU client population, including the appropriate supports to meet the needs of clients with multiple and complex needs</i> • A final of the above CARMHA report is expected by April 30, 2020. • This work/report is foundational and will be utilized to support the determination of the gaps in services for individuals whose needs are beyond the threshold of services currently funded and available.
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8. Yes	The Ministry of Health and health authorities identify and implement practices that need to be consistently applied across the province to enhance patient flow.	<p>Assess current RHA waitlist and flow status and practices</p> <p>Develop provincial Waitlist & Flow Working Group including all RHA, FNHA & Patient Partner representation from Patient Voices Network</p> <ul style="list-style-type: none"> • Develop Provincial Waitlist Plan including: <ul style="list-style-type: none"> - Waitlist tracking - Targets and measures - Standard assessment and prioritization criteria - Admission and declination practices and recommendations for alternative service - To implement Provincial Waitlist Management Plan <p>Target Date: June 2018</p>	<p>Progress Assessment: Partially implemented</p> <p>Actions Taken & Discussion</p> <ul style="list-style-type: none"> • Established a provincial Waitlist & Flow Working Group and completed Survey of current waitlist and flow practices in all RHAs by April 2018. • Provincial Waitlist Management Plan has been finalized and endorsed by the provincial Mental Health and Substance Use Working Group – 10/10/2018 • The Ministry of Health in partnership with the PHSA will be supporting the health authorities in implementing the Provincial Waitlist Management report. The Ministry of Health has asked the PHSA to submit a proposal to develop a network to implement the recommendations in this report. <p>Update: 07/02/2020:</p> <ul style="list-style-type: none"> • By May 31, 2020 the Ministry of Health will be establishing a memorandum of understanding with the PHSA to enhance patient flow, including 12-month deliverables and time lines, to support the implementation of the Waitlist management report within each Health Authority. • By September 30, 2020 the PHSA will submit a proposal to the Ministry of Health to develop a network to support the continued implementation of the long term OAG recommendations. • In addition, the Ministry of Health in partnership with the PHSA will be asking each health authority in 2020/21 to develop an implementation plan to implement the MHSU tertiary care Waitlist Management report in a phased-in approach in accordance with the recommendations outlined in this report. • Notwithstanding, Health Authorities such as the Vancouver Coastal Health Authority are redesigning their mental health tertiary care services and are using the provincial Tertiary Care Waitlist Management report and recommendations outlined in the report as a guiding document to improve waitlist management.

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9. Yes	The Ministry of Health and the health authorities further analyze barriers to adult tertiary care access and flow and work with each other and relevant stakeholders to address them.	Develop report on current findings, best practices and establish plan for recommendations to RHAs for addressing systemic barriers to access and flow. Target Date: October 2018	<p>Progress Assessment: Partially Implemented</p> <p>Actions Taken & Discussion</p> <ul style="list-style-type: none"> • Evidence paper completed by the PHSA describing international best practices and reflected in the Provincial Waitlist Management Plan which was finalized and endorsed by the provincial Mental Health and Substance Use Working Group – 10/10/2018 • Provincial Report: <i>Supporting clients with multiple and complex needs</i> finalized and endorsed by the provincial Mental Health and Substance Use Working Group – 10/10/2018 • The Ministry of Health in partnership with the MMHA, PHSA and key stakeholders will be supporting the health authorities in addressing barriers to tertiary care access. The Ministry of Health has asked the PHSA to submit a proposal to develop a network to support the implementation of this recommendations in the OAG report. <p>Update: 07/02/2020:</p> <ul style="list-style-type: none"> • By April 30, 2020 the Ministry of Health will be establishing a memorandum of understanding with the PHSA, including 12-month deliverables and time lines, to analyse barriers to adult tertiary care access within each health authority. • In addition, the Ministry of Health in partnership with the PHSA will be asking each health authority in 2020/21 to develop a plan to further analyse barriers to adult tertiary care access within each health authority and work with relevant stakeholders to address them in a phased-in approach in accordance with the recommendations outlined in this report. • Notwithstanding, the Fraser and the Vancouver Coastal Health Authority are redesigning their mental health tertiary care services and analyzing barriers to accessing mental health tertiary care within their health authority.

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10. Yes	The Ministry of Health and the health authorities collaborate to develop appropriate measures to report publicly on access to adult tertiary care.	Develop annual public report on access to adult tertiary care Target Date: October 2018	<p>Progress Assessment: Partially Implemented</p> <p>Actions Taken & Discussion</p> <ul style="list-style-type: none"> • A summary report of the response to the OAG recommendations regarding Adult Tertiary Care has been finalized, including a summary of the Adult tertiary Care Framework, Tertiary Care Standards, Waitlist Management Plan, Performance Management Plan, and Recommendations for clients with multiple and complex needs. The Summary Report will be published on the Ministry of Health website in March 2019. <p>Update: 07/02/2020:</p> <ul style="list-style-type: none"> • A draft summary Report Adult tertiary Care Framework, Tertiary Care Standards, Waitlist Management Plan, Performance Management Plan, and Recommendations for clients with multiple and complex needs was completed in 2019 but some information was missing. • The draft report will be updated, including all key information requirement and made publicly available on the Ministry of Health website by July 1, 2020. • Ongoing annual progress reports providing updates in implementing the OAG recommendations, will be publicly released starting April 1, 2021.

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