

MEMORANDUM

DATE: July 6, 2022

TO: Island Health Staff, Medical Staff and School District Staff at Ledger

FROM: Keva Glynn, Executive Director and Dr. Christine Hall, Executive Medical Director, Child, Youth and Family

RE: Clarifying Ledger services over the immediate and short-term

As is happening across health care in Canada, over the past two years, our tertiary child and youth mental health programs have been challenged in multiple ways, including by the pandemic, staffing challenges and an increasing number children and youth with high levels of acuity and intensity and less housing stability.

This has put significant and increased pressures on Island Health's system of care for tertiary child and youth mental health and we are finding ourselves challenged to meet the increased needs of the population we serve.

Since the Ledger program paused elective multidisciplinary assessments in January, discussions have been underway around how to meet tertiary program needs at Ledger in the future. While work continues on a long-term approach, we wanted to share the immediate and short-term (over the coming months) plans for Ledger:

- January's temporary pause on new elective in-patient comprehensive assessment admissions and the pause on new referrals will continue while a new model of tertiary level assessments is developed. This new model is still to be determined with multi-disciplinary staff team member involvement.
- Leaders and a group of multidisciplinary staff are working through the list of patients who have been referred and are contacting each family to understand if a multidisciplinary team assessment is still required.
- The Ledger multidisciplinary staff are testing an outpatient assessment model for those who may benefit from this model as an alternative to admission.
- Additional pilots of unique and innovative approaches to providing care for those on the waitlist may be implemented as they are identified. A working group, with staff representation, is developing these new approaches for assessments of patients currently on the waitlist.
- We anticipate that the pause on admissions and referrals will be lifted once the waitlist can be managed without lengthy wait times.
- As noted previously, there will be no job loss associated with this work. The services we provide will change and this may influence workflow duties for some staff. As more information is known, it will be discussed and communicated.

There are also a number of system-level changes that we want to ensure you are well-informed about:

- The Island Health Child & Youth tertiary mental health programs are undergoing system-wide changes over the next two years to address the challenges in accessing and providing mental health services to children and youth and ensure better access to these services across Island Health for all patients.
- This is in response to the growing demand for child and youth mental health care and our need to adjust our service model to meet that demand. This is about making the continuum of care for children and youth who need mental health services better for all families across Island Health.
- This is not about reducing the budget for CYMH tertiary care, and **the changes will not result in position elimination**. As noted above, some workflows or duties may shift.
- Service changes include the creation of a dedicated psychiatric inpatient unit at VGH, as well as a redesign of tertiary outpatient services with a focus on increasing efficiency and timely access to care.
- This includes Anscomb, Ledger and Youth Tier 5 services.

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- The system changes will be guided by inputs from impacted people across the CYMH system of care, including staff and physicians across the tiers of service, families, Indigenous peoples and other partner organizations.
- Opportunities to have input into the system redesign are available, including previous staff meetings, the broad survey, the July 7th full-day engagement with CYMH staff and physicians at Bear Mountain, and future engagement opportunities in the summer and fall.

For more background information, please see the [CYMH Tertiary Redesign Q and A](#) and the [latest 'Newsy Bits'](#), both found on the [Child, Youth and Family intranet page](#). If you have questions or concerns not addressed in these materials, please do not hesitate to reach out to Keva Glynn, Executive Director (keva.glynn@islandhealth.ca) or Dr. Chris Hall, Executive Medical Director (Christine.Hall@islandhealth.ca).

We appreciate this has been challenging for staff, physicians, families and referral sources. We want to thank each one of you for your continued work and dedication to our patient population. We look forward to hearing your thoughts for how we can improve our system of care for children, youth and families across Island Health.

Sincerely,

Keva Glynn, Executive Director
Dr. Christine Hall, Executive Medical Director
Child, Youth and Family
Island Health