

May 21, 2012

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### SANDOZ PROGRESS IN SUPPLY OF CRITICAL MEDICINES

Sandoz Canada continues to make strong progress in its efforts to maintain a reliable supply of essential medicines following the temporary slow-down in production announced at its Boucherville plant earlier this year. While Sandoz continues to work on site remediation efforts and strengthen manufacturing compliance at the Boucherville site, production output has been optimized, allowing Sandoz to meet the vast majority of Canadian market needs for its entire injectable portfolio. At present, Sandoz Canada is supplying more than 80% of market needs for its entire injectable portfolio, and more than 90% for the products currently in production. In mid-February, Sandoz introduced an allocation system based on 2011 demand which ensures that each customer receives a fair share of available medicines. Further improvements in output are expected which should increase allocation levels for all products in production to at least 100% of forecasted market needs by November 2012. Sandoz will nevertheless maintain its allocation system through the first quarter of 2013, in order to avoid unnecessary stockpiling and potential backorders. "I am very proud of our team's unwavering commitment to patients. Since the beginning of the year, we have worked day and night to meet medical needs, and have partnered with pharmacists and other healthcare professionals, as well as with provincial governments and Health Canada, to optimally manage the supply situation," said Sandoz Canada President and General Manager, Michel Robidoux. "We have provided on-going transparency on our supply status, optimized production for most medically necessary products, and continue to explore all available options to ensure we meet demand as best we can."

### ACTIVITY-BASED FUNDING HELPS REDUCE WAIT TIMES

Both the director general of the McGill University Health Centre and the Quebec Association of Health and Social Services Institutions have come out in favour of activity-based hospital funding. Indeed, the chronic problem of health care waiting lists is partly rooted in hospitals' funding models. The MEI's new *Economic Note* points out that activity-based funding could help improve access and reduce

wait times in Canada, as it has already done in several countries. In the 1990s, England and Norway were grappling with the problems of waiting lists and overcrowded emergency rooms, just as Canada is today. However, these two countries saw wait times for elective surgery decrease by 66% (from 2002 to 2010) and by 30% (from 2002 to 2006) respectively following the gradual implementation of activity-based funding. Moreover, in England, 97% of people who show up at an emergency room today receive a doctor's diagnosis in less than four hours. Currently, nearly all hospitals in Quebec and in the rest of Canada are funded with global budgets determined as a function of past expenditures. As a result, each patient treated is a drain on the hospital's budget. In contrast, activity-based funding is determined by the number of medical interventions carried out. Hospitals receive a fixed payment for each procedure (for example, a hip replacement). "When funding is activity-based, each patient becomes a source of income for the hospital. It then becomes attractive for the hospital to innovate in order to treat more people and improve access," says Yanick Labrie, author of the *Economic Note*. For those who worry about care quality within such a system, Mr. Labrie has reassuring news. He cites an Australian study that shows an improving quality of care. With activity-based funding, a hospital has an incentive to provide the best possible care in order to avoid costly complications and to maintain a good reputation. « Activity-based funding would constitute an even more obvious improvement compared with the current system if we allowed greater freedom of choice for patients and real competition between service providers. The latter would then have more incentives to control their costs," says Michel Kelly-Gagnon, president and CEO of the MEI. The *Economic Note* entitled *Activity-Based Hospital Funding: We've Waited Long Enough* was prepared by Yanick Labrie, economist at the MEI. It can be consulted free of charge at [iedm.org](http://iedm.org).

### SELF-MANAGEMENT SUPPORT SHOULD BE ROUTINE

The Health Council of Canada has released *Self-management support for Canadians with chronic health conditions: A focus for primary health care*. The report explores how self-management support can improve patient outcomes and calls for health systems across Canada to provide self-management supports in a more systematic way. It profiles a range of practices and recommends targeted investments in self-management support strategies. Chronic disease in Canada costs more than \$90 billion a year in lost productivity and health care costs. And with half of Canadians reporting at least one chronic condition, these costs will continue to rise. Successful self-management can help save health resources and keep patients out of hospital for preventable incidences. Self-management refers to the things a patient does to live well with chronic conditions,



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like monitoring symptoms, taking medication as prescribed, and recognizing what health-related behaviours will help manage their conditions. New research shows that patients who successfully self-manage tend to have reduced disease-related effects and may make better use of health services because they monitor symptoms effectively and can prevent or respond to problems before they become a crisis. Self-management support includes education and health coaching and is key to ensuring patients manage their health successfully. In Canada, 95% of adults

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with multiple chronic conditions have a regular primary care provider - making this a clear area in which to anchor self-management support. Primary health care providers should be an ongoing source of self-management support to follow up with patients and link them to community services and specialists. The problem is that this support role is not yet a routine part of care in Canada. The report discusses how primary health care providers can better assume this support role for patients with chronic conditions. Self-management support can start at routine primary care visits where providers can empower patients to confidently ask questions and get involved in making decisions about their health. The provider can assist with self-management education and technical skills, and can support personal goal-setting with the patient. Another important role for providers is to link patients to community-based programs. There are many promising programs that exist to support self-management, but patients may need their provider to point them in the right direction and follow up with them on their progress. Providers can also improve aspects of their practice environment in order to better serve patients with chronic conditions. Making better use of all members of a health care team can ease time pressures on physicians and provide patients with the expertise and coaching

they need. Health care professionals like nurses, social workers and pharmacists can play a role (especially when many family doctors only have 15 minutes, on average, to devote to patient visits). Offering group visits and integrating self-management support programs directly into primary care settings can also yield positive outcomes. Given their access to Canadians with chronic-disease, primary health care providers need to be enabled to deliver self-management support. We must invest in ongoing education for providers in self-management support, and encourage the expansion of primary health care teams which can use a variety of health care providers to deliver self-management support. Supporting and creating better links between primary care providers and community-based self management programs will help increase participation and engagement by patients in their own care. "Self-management has great potential for patients, providers and Canadians," said John G. Abbott, CEO, Health Council of Canada. "Patients and their families will enjoy better quality of life. Primary care providers will have the tools to help their patients succeed." Investing in ongoing, long-term support for self-management support needs to be a key priority for governments. Collaboration among governments, health care providers and chronic disease organizations can help fill gaps in service

and create an integrated, system-wide approach to self-management support. Further recommendations to enable self-management support in a more systematic way can be found in the report.

### **TAKING ACTION TO PROTECT LONG-TERM CARE RESIDENTS**

The Long-Term Care Task Force on Resident Care and Safety, established to address incidents of abuse and neglect in long-term care homes as well as the potential underreporting of these incidents, has finalized its action plan for the long-term care sector. Almost 2,000 individuals and groups responded to the task force's survey or made a submission suggesting reasons why abuse and neglect might occur and how incidents may be prevented. In addition, targeted interviews and meetings were held with over 40 subject matter and industry experts and practitioners, and data and reports from the Ministry of Health and Long-Term Care were reviewed. The Task Force identified 18 actions to improve the care and safety of residents in long-term care homes. Eleven actions focus on areas where the long-term care sector can play a leadership role. Six actions require leadership by the Ministry of Health and Long-Term Care and may benefit from participation of other partners. In the final action the Task Force commits to implementing the recommendations and

regularly reporting on progress. The following are key action areas where the Long-Term Care Sector can play a leadership role: Making Resident Care and Safety the Number One Priority in Long-Term Care Homes Over the Next Year and a Top Priority in Years to Follow; Committing to Reduce Incidents of Abuse and Neglect in Long-Term Care Homes and be Accountable for Achieving Results; Advancing the Development of Strong Skilled Administrators and Managers; Strengthening the Ability of Staff to be Leaders in Providing Excellent and Safe Care; Empowering Residents and Families With a Stronger Voice and Education; Committing to Implement the Action Plan; Action areas requiring leadership from the Ministry of Health and Long-Term Care include: Developing Coaching Teams to Help Homes Improve; Addressing Direct-Care Staffing in Homes; Supporting Residents With Specialised Needs to Ensure Their Safety and the Safety of Others; Addressing Legislative Requirements and Processes That Detract From Resident Care and May Be Driving Abuse and Neglect Underground. The task force was established by members of the long-term care sector. It had broad representation, including family and resident councils, nurses, physicians, unions, personal support workers, long-term care provider associations and advocates.