

**Integration Decision**  
of the Champlain Local Health Integration Network (LHIN)  
issued pursuant to  
Section 25(2)(a) of the Local Health Systems Integration Act, 2006

1. **Date:** August 25, 2010

2. **Parties to Decision.**

- (a) Dave Smith Youth Treatment Centre (“DSYTC”)
- (b) Alwood Treatment Centre Inc. (“Alwood Centre”); and
- (c) Alwood Recovery Home (Carleton Place) Inc. (“Alwood Home”)

3. **Summary of Decision**

This integration decision reflects an agreement by the parties to amalgamate. The integration was facilitated by the LHIN.

4. **Purpose and Nature of Facilitated Integration.**

The purpose of the facilitated integration is to:

- Create the critical mass required to support a revised evidence-based clinical delivery model of care for adolescents and young adults with addiction problems;
- Unify the adolescent residential treatment service and the young adults residential treatment service under one organizational structure;
- Improve efficiencies in operational matters;
- Harmonize human resources matters (clinical capacities and knowledge enhancement, performance obligations, compensation and classification); and
- Enable the construction of a 30 bed residential treatment facility.

The nature of the integration is the acquisition of the assets and liabilities of Alwood Centre and Alwood Home by DSYTC.

5. **Facts**

5.1 **The Parties**

- (a) **Dave Smith Youth Treatment Centre (DSYTC)** is a nonprofit addiction treatment facility which provides both community-based addiction treatment services and intensive day/evening services programs and services to clients from its facility at 786 Bronson Ave., Ottawa, Ontario (“Bronson site”). The DSYTC serves youths between the ages of 13 and 18 to assist them in

overcoming substance abuse issues and other related challenges in order to achieve a healthier lifestyle. A variety of educational and supportive programs are available for parents and other family members. DSYTC is a health service provider that receives funding from the LHIN.

- (b) **Alwood Treatment Centre Inc.** (“Alwood Centre”) is an Ontario corporation without share capital that provides residential care to clients aged 16 to 22 with addiction problems in a 14-bed coed facility (8 beds for males and 6 beds for females). The organization operates the program on an 8-week cycle which consists of addiction oriented individual counseling and group therapy. The facility is located at 1986 Scotch Corners Road, Carleton Place, Ontario (Carleton Place site) and is owned by Alwood Recovery Home (Carleton Place) Inc. Alwood Centre is a health service provider that receives funding from the LHIN.
- (c) **Alwood Recovery Home (Carleton Place) Inc.** (“Alwood Home”) is the registered owner of the building and real property located at located at 1986 Scotch Corners Rd., Carleton Place, Ontario.

## 5.2 Process

An opportunity to possibly integrate the services of DSYTC and Alwood Centre was initially identified during a review of the adolescent treatment system conducted by the LHIN in November/December 2008. The LHIN encouraged and supported the preliminary feasibility analysis for the integration, further collaborated with the support of the parties in the development of a detailed business plan dated January 27, 2010, and has continued to support the implementation of the business plan.

The LHIN’s Board of Directors announced its support of the implementation of the business plan at its March 24, 2010 board meeting. Since that date, the parties have worked to enter into the agreements necessary to implement the business plan.

Existing clients of the DSYTC and the Alwood Centre and their families were consulted about the proposed integration. In addition, the immediate addiction treatment providers in the Champlain area who will be providing referrals to the new residential treatment facilities, that is, members of the Youth Cluster of the Champlain Addictions Coordinating Body, as well as addiction treatment agencies in the broader Ontario community via the Youth Sector of Addictions Ontario were consulted on the proposed integration. Staff from the Royal Ottawa Health Care Group and the Children’s Hospital of Eastern Ontario provided input into the proposed integration. Finally, information about the proposed integration was posted on the websites of both the DSYTC and Alwood Centre. There was little reaction from clients and their families, except for the issue of proposed changes to the parent support program. DSYTC took these comments into account, and following a recent session between the CEO and representative of the parent support groups, the admission criteria for the family support network program are being revised. Consultation of clients and families will continue as the stages of the integration plan are implemented over the coming months and years.

## 5.3 The Business Plan

The three parties to this integration prepared and delivered a business plan (also referred to as an Integration Agreement) dated January 27, 2010 (the “Business Plan”) to the LHIN. The Business Plan contemplated the following steps in two stages:

**Stage 1 (2010 to 2013)**

- i. The amalgamation of the assets of the Alwood Centre and the Alwood Home with the assets of DSYTC resulting in one governance and management structure;
- ii. A restructured board of directors for DSYTC to reflect the addition of two retired directors from Alwood Centre as well as membership interests from the Royal Ottawa Hospital, the Children’s Hospital of Eastern Ontario and the Rotary clubs in the Champlain community;
- iii. The implementation of a temporary 10 bed residential service for girls ages 13-21 year located at a facility leased from the Royal Ottawa Health Care Group and situated in Carp, Ontario commencing approximately September 1<sup>st</sup>, 2010 (the “Carp site”)
- iv. The provision of community based services to continue from the Bronson site;
- v. Residential treatment services at Carleton Place site to continue but for boys only aged 13-21;
- vi. The harmonization of protocols, policies and standards at all three sites (Carp, Bronson and Carleton Place); and
- vii. Enhanced training for all staff to meet new clinical standards.

**Stage 2 (2013)**

- viii. The development and occupancy of 30 bed co-ed facility for adolescents aged 13-17 and young adults aged 18-21 at the Carp site with the concurrent closure of the Bronson Avenue site and the Carleton Place site.

The Business Plan also outlined a human resources transition plan for Stage I.

By an agreement made as of June 9, 2010 (the “Asset Purchase Agreement”), Alwood Centre and DSYTC took the initial steps to implement the Business Plan. In the Asset Purchase Agreement Alwood Centre and DSYTC agreed that DSYTC would assume the assets and liabilities of the Alwood Centre and the Alwood Home on the terms and conditions set out in the Asset Purchase Agreement.

The LHIN has been continuously and actively involved in the evolution of the integration process and is satisfied that additional materials, clarifications or meetings are not necessary.

## 6.0 Analysis of Intended Integration

Amalgamating the two organizations and their operating budgets permits the rationalization of administrative support services, the enhancement of clinical services and the implementation of consistent evidence-based programming for adolescents and young adults throughout the LHIN service area. It will also enable

- The implementation of evidence-based practices for those adolescents and young adults requiring addiction residential treatment in the LHIN's area.
- A reduction in the percentage of the overall budget allocated to administrative support services
- The implementation of a robust clinical supervisory structure responsible for program and treatment fidelity and staff training
- enhanced clinical staff competencies in the core skill sets required in evidence-based practices
- consistent admission standards
- a highly structured and assertive aftercare program
- a clinical culture in which process and outcome monitoring leads to accountability and transparency; and
- enhanced relationships with other health providers in the addiction and mental health system, i.e., Royal Ottawa Healthcare Group, Children's Hospital of Eastern Ontario, etc.

This integration decision is consistent with the LHIN's 2010-13 Integrated Health Services Plan in which Mental Health and Addictions is a priority area. This integration will allow for a more cost-effective use of resources for adolescent and youth services by reducing administrative costs. It best meets the demand articulated by the public for over a decade to have a residential service closer to home. There is significant support, including fundraising for the capital development, for and interest in this project from the community. Finally the quality of the service will improve across the organizations with the adaptation of best practices, as well as with the after care linkages and the emphasis on assessing co-occurring mental and physical health problems.

Progress to date demonstrates both willingness and the collaboration of the partners. This integration and service has become a flagship endeavour and the pride of the community.

## 7.0 Decision

Pursuant to subsection 25(2)(a) of the Local Health System Integration Act, 2006 , the parties are hereby required to take the following actions no later than September 30<sup>th</sup> 2010:

- (a) Alwood Centre and DSYTC will complete the transactions outlined in the Asset Purchase Agreement dated July 9, 2010 (the "Asset Purchase Agreement");
- (b) Alwood Centre and DSYTC will develop a human resources adjustment plan in respect of the integration no later than the Closing Date as that term is defined in the Asset Purchase Agreement (the "Closing Date"); and
- (c) DSYTC will increase the size of its board to 12 and will include two members from the Alwood Centre and one each from both ROHCG and CHEO.

Following the Closing Date DSYTC is required to:

- (i) operate a temporary 10-bed residential service for girls and young women aged 13 to 21 years at a facility leased from the Royal Ottawa Health Care Group and situated in Carp, Ontario commencing approximately September 1<sup>st</sup>, 2010;
- (ii) continue to operate community based services from their existing Bronson Avenue, Ottawa, Ontario site;
- (iii) operate a residential treatment service in Carleton Place for males aged 13 to 21 years only;
- (iv) harmonize the clinical protocols, policies and standards of all three residential treatment sites in preparation for construction of a new 30-bed facility no later than October 31, 2010; and
- (v) will provide enhanced training for all staff to meet the harmonized clinical standards and ensure that the harmonized standards are implemented no later than December 31, 2010

The Champlain Local Health Integration Network

Per:



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Michael Lemay, Interim Board Chair