

Community Connection

Pembroke Regional Hospital

Fall 2011 Edition

Leading, Learning,
Caring for You



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Pembroke Regional Hospital Welcomes New Full Time General Surgeon

The Pembroke Regional Hospital is pleased to announce that Dr. Colleen Haney has joined the Hospital's Medical Staff as its third general surgeon, replacing Dr. Zaihan Rashid who left the community at the end of June.

Dr. Haney, who joins Dr. Scott Graham and Dr. Adel El fitori, received her medical degree from the University of Ottawa in 2006 and completed her five-year surgical residency in June of this year.

Dr. Michael Ferri, the Hospital's Chief of Staff, said Dr. Haney is a great fit with the Hospital's Surgical team. "She brings solid credentials and the familiarity of having worked with us here at the Pembroke Regional Hospital during her residency, so we're very happy to have her here full time" Dr. Ferri said.

Born and raised in Alberta, Dr. Haney is no stranger to PRH having completed electives here with Dr. Graham during her surgical residency for several months in both 2008 and 2009.

Dr. Haney, whose husband is in the military and stationed in Petawawa, said she has been spending time in the area for a while now and loves the outdoors, paddling and cycling in her spare time.

Work wise, she said she loves the hospital, finds the atmosphere to be very positive and has been warmly welcomed by the staff.

"With my husband in the military, I knew this area would be a good fit for me and my earlier experience while doing some of my surgical residency here confirmed this is really where I want to be," Dr. Haney said.



Dr. Colleen Haney

Dr. Graham, the Hospital's Chief of Surgery said, "Acquiring Dr. Haney as a new member of our general surgical team is a huge windfall for the Pembroke Regional Hospital."

"With her recent training and progressive attitude, I am confident she is going to play a key role in ensuring our program stays at the forefront of surgical technology and continues to provide our regional patients with efficient, high quality surgical care for the long term. I am extremely happy to have her as a colleague," Dr. Graham said.

And Hospital President and CEO Pierre Noel said "Our Hospital is very pleased to welcome Colleen to our surgical team. Any time we can attract medical professionals of this calibre to our region, we consider it a great accomplishment. I know that our patients will benefit greatly from her expertise."

Hospital Receives Provincial Approval To Purchase And Operate An MRI

The Pembroke Regional Hospital is one giant step closer to owning and operating an MRI (Magnetic Resonance Imaging) machine.

Last month, the Honourable Bob Chiarelli along with representatives of the Champlain Local Health Integration Network (LHIN) announced that the Pembroke Regional Hospital has received approval to purchase and operate an MRI. At the same time, approval for the Queensway Carleton Hospital to operate a second MRI was announced.

"This announcement represents a huge step forward in securing this diagnostic tool for the people of our area," said PRH President and CEO Pierre Noel. "Having an MRI here will be a tremendous advancement in the diagnostic imaging capabilities available to patients in Renfrew County."

"We are very grateful for this approval by the government of Ontario which will allow the 100,000 residents in our service area to access this important diagnostic modality in a timely fashion, as close to home as possible," Mr. Noel said, noting that, with the approval comes an annual allocation of \$800,000 to cover the Hospital's cost to operate the machine.



Pierre Noel

The fundamental advantage of MRI technology is that the process is radiation-free, non-invasive and detailed. An MRI image provides much greater contrast between the different soft tissues of the body than computed tomography (CT) does, making it especially useful in neurological, musculoskeletal, cardiovascular, and oncological (cancer) imaging. It is the tool of choice in diagnosing joint injuries, tumors of the brain, seizure disorders, multiple sclerosis and many forms of cancer.

The Hospital's next step will be to work with its Foundation and the community in order to raise the funds necessary to make this important purchase. Currently in the early phases of a fundraising campaign, the Hospital is confident the generosity of those in Renfrew County will once again shine through.

"Bringing an MRI to our community will reduce wait times and travel times, allow us to do more surgeries locally and will be another drawing card to help attract physicians and specialists to our area," Mr. Noel said.

Five-Year Anniversary Celebrated For Dialysis



Earlier this summer, PRH President and CEO Pierre Noel joined staff, patients and leaders from the Renfrew Victoria Hospital as they held a cake cutting and small celebration to mark the five-year anniversary of the opening of the William H. Higginson Hemodialysis Unit which is operated by RVH but located at PRH.

From RVH, Chris Vice-President Patient Services Chris Ferguson, President and CEO Randy Penney, RN Valerie Buttle, RN Debbie Cousineau and Clinical Manager Nephrology Janice Verch-Whittington.

Learn More About Your Hospital

Would you like to learn more about our hospital, its programs and services, or other health-related topics of interest?

Or book a presentation of *Your Hospital, Caring For You*, the new multi-media presentation being rolled out publicly by the Pembroke Regional Hospital.

If you know of a service club, church group, community group or other organizations who would be interested in scheduling a guest speaker or presentation, please contact our:

Public Affairs and Communications Coordinator
phone: (613) 732-3675, ext. 6165 or email: pr@pemreghos.org

Versions Francaises Disponibles

À l'avenir, si vous préférez recevoir cette publication en français, veuillez communiquer avec:

Carolyn Levesque au (613) 732-3675, poste 6165, ou au carolyn.levesque@pemreghos.org.

Pembroke Regional
Hospital Foundation



Fondation de l'Hôpital
Régional de Pembroke

There are many ways to support our Hospital through the Foundation:

In-Memoriam donation - When a loved one passes, consider a donation in lieu of flowers to the Foundation to improve the well-being of our community.

In Celebration - To honour someone on a special occasion (birthday, Christmas, anniversary), consider a donation to the Foundation and we'll send them an acknowledgement card on your behalf.

Bequest - Leave a legacy to the Hospital that will benefit many in the community for years to come.

Guardian Angel - The Guardian Angel program acknowledges "that little bit extra" and recognizes the professionals who make your time at the Hospital that much easier.

Third Party Events - Organize a special event to support local healthcare.

We are a registered charity organization and all gifts are received.

We are located on the 1st floor in Tower A at Pembroke Regional Hospital.

Phone: (613) 732-2811, ext. 7408 Fax: (613) 732-6360

Email: foundation@pemreghos.org Website: www.prfoundation.com

Did a physician, nurse, staff member or volunteer make a difference in your care or the care of a loved one at Pembroke Regional Hospital?



Guardian Angel

say thank you to your

Upon receipt of your donation, your Guardian Angel will be sent an acknowledgement card and be provided with a unique lapel pin to proudly wear throughout the Hospital for their exceptional contribution to our Hospital.

Our newest angels: Betty Hughes, Carmelita Hanak, Dr. Colin Macpherson and Dr. Lomie Coleman, Brenda Miller, Staff of the Rehabilitation Program, Jody Gervais, Joey Allen, and the Staff of the Intensive Care Unit.

BLACK & WHITE GALA

Held October 15, many dined and danced the night away while supporting local healthcare initiatives. It was a night of celebration, recognizing our tremendous accomplishments and the future possibilities for our Hospital. We sincerely thank everyone who attended, and all those who sponsored the event.

Sponsors:

Frank Carroll Financial, Dr. Marlene Van Gentevoort, Dr. Fred Matzinger and Jocelyne Brault, Dr. John & Leslie Menzies and Family, Kelly + Kelly Legal Counsel, Tony Donnelly and Lisa Edmonds, Pembroke Heritage Manor – Allegro Retirement Residence, The Co-operators - Frances M Lemke Insurance Services Limited, M & R Feeds, Emond Harnden LLP, Matt and Lisa Bradley, Peter E. Sylvestre & Sons LTD, Mr. Gerry Binhammer, Integrated Health Centre, Labine Printers – Carole Nevills and James Hooper, Welch L.L.P., George's Marine Sports, Dr. Jeff Jones and Janet Schultze-Jones, MacEwen Petroleum Inc., Greenwood Paving, Kevin Boire Construction - Winmar Pembroke, John A. Bards, Algonquins of Pikwàkanagàn, M.E. Douglas, Standard Life Assurance of Canada, Scott Rosien & Dempsey Chartered Accountants, Shaw Toronto Dental Laboratory, Beth and Marty Brownlee, Northern Credit Union, MediGas, Assante Financial, East Side Mario's, Helferty Disaster Restoration, Pembroke Tile Carpet and Drapery, Custom Draperies, Blinds Bedding & Home Décor, Glenn Price Lawyer, Dr. Kathy Reducka, Pierre and Penny Noel, Peter and Janice Tario, John and Marnie Stunt, Roy and Associates, Sysco Food Systems, Trudi and John Wren, John Bergeron, Star-Set Jewellers, Malcolm, Deavitt & Binhammer Funeral Home Ltd, Imperial Oil, Karen McEwen, Med-I-Pant Inc, Valley Delivery Limited, Saffron Bistro, O'Grady & Kuehl Optometrists, Edward Cotnam, The Security Company, The Urban Oasis Day Spa, Lawrence and Catherine Lupton, Pinewood Retirement Residence, Jim and Nancy Fogarty, NRTC Communications, M. Whelan, Performance Woodburning Inc., Integrated Security Systems and Surveillance, Dr. R.J. Folz, Integra Data Systems, JCL Systems of Hair Design, Marty Murphy, Pembroke Shores Golf Club, Valley Mobility/MediChair, Sandstone Imports, Agnes Branecka - Edward Jones, Great-West Life/Gold Key, Great-West Life/Group Insurance and Manulife Group Insurance Sales, and Betty Hughes.

A special note of thanks to the team of dedicated women who, through their tireless efforts and commitment to advancing healthcare, created an evening to remember:

Marnie Stunt, Christy Natsis, Carol Murphy, Joanne O'Connor, Tami Sylvester, Karen McEwen, Lisa Edmonds, Mary Jane Carroll, Monique Partello, Julie Berndt-French and Wendy Reeves.

PRH Foundation Board of Directors

2011/2012

Marnie Stunt, Chair

Dr. Christy Natsis, Vice-Chair

Robert Cotnam

Frances Lemke

Brendan Mark

Robert Holmes

Pierre Noel, PRH President and CEO (Ex-Officio)

Barbara Schoof, PRH Board Chair (Ex-Officio)

The Pembroke Regional Hospital Foundation supports programs and services integral to the advancement of healthcare and the total well-being of the citizens of the Upper Ottawa Valley through the fundraising, management and distribution of funds to the Pembroke Regional Hospital.

We currently have vacancies on our Board of Directors and invite those interested in local healthcare and fundraising to apply.

Please contact our office for more information.

Hip And Knee Assessment Clinic Brings Service Closer To Home

Maureen Sly-Havey is seeing more of the Ottawa Valley these days and that's a good thing for residents in the region who may be candidates for hip and knee replacements.

Ms. Sly-Havey is an Advanced Practice Nurse at Queensway Carleton Hospital as well as an assessor and Project Manager for the Champlain Local Health Integration Network's Regional Hip and Knee Replacement Program.

The program was designed to speed up access to assessment services for individuals who have been referred for first-time joint replacement surgery in the Champlain LHIN.

The program began in 2007 at the Queensway Carleton Hospital where a multi-disciplinary team performed hip and knee assessments and triaged patients to either a surgical consult or conservative management.

In 2010 with the support and assistance of the Champlain LHIN, the Queensway Carleton Hospital model became regional and now features a regional central intake process with multi-disciplinary assessment teams based at four assessment centres: Cornwall Community Hospital, Hôpital Montfort, the Ottawa Hospital and Queensway Carleton Hospital.

Last October, a partnership was developed between QCH and Pembroke Regional Hospital, leading to the development of a monthly assessment clinic at PRH.

"We get a lot of referrals from this part of the LHIN and when it was based in Ottawa we'd try and set it up so that assessments and surgeon consultations could be done the same day," Ms. Sly-Havey said, noting that of those assessed, approximately 40 per cent of patients don't go on to see a surgeon.

Ms. Sly-Havey said patient feedback about the PRH clinic has been very positive to date, so much so that clinics have become weekly at least through the summer months.

"We've seen patients from as far away as Mattawa, Eganville, Deep River, Barry's Bay plus the immediate area and two Ottawa-based surgeons come up monthly for consultations," Ms. Sly-Havey said, noting that now the only required trips to Ottawa are for a patient's pre-op assessment and the surgery itself.

Patients who, post-assessment, are not determined to be candidates for surgery are assisted in the development of non-surgical treatment plans, while those who are identified for knee or hip replacements are triaged to a surgeon based on urgency and appointment availability.



Maureen Sly-Havey

Stroke Symptoms: Know Them, Take Action

It's a fact. Stroke is a medical emergency and the faster patients get to hospital, the better their chances of receiving treatments that could help reverse the effects of the stroke.

In June, also known as Stroke Awareness Month, representatives of the Pembroke Regional Hospital's District Stroke Centre actively took that message to the public making sure the signs and symptoms of stroke are well known.

Their message also focused on the importance of getting to the Emergency Department on time.

"Results from the recently released 2008/2009 Ontario Stroke Audit indicate that only one third of patients with signs and symptoms of stroke arrive at the emergency department within the required time," said Holly Woermke, coordinator of the District Stroke Centre at Pembroke Regional Hospital.

Timeliness is key. There is only a four-and-a-half hour window from the start of the first symptoms of a stroke in which a patient may be eligible to receive a special clot-busting drug called tPA.

That drug has the ability to nearly or completely reverse much of what may otherwise be long-term or permanent brain damage caused by a stroke.

Under the Acute Stroke Guidelines implemented by PRH in conjunction with The Ottawa Hospital and the County of Renfrew's Emergency Services, anyone experiencing stroke symptoms should call 911 immediately at which time the County's paramedics assess the patient's condition.

Eligible stroke patients will be transported to Pembroke Regional Hospital.

There, upon arrival, they are assessed by the Emergency Department physician and an internal medicine specialist in conjunction with a qualified neurologist via Telemedicine who advises treatment. A CT Scan is usually ordered and if the patient is eligible, tPA may be administered.

A stroke is a sudden loss of brain function. It is caused by the interruption of flow of blood to the brain or the rupture of blood vessels in the brain. The interruption of blood flow or the rupture of blood vessels causes brain cells in the affected area to die. The brain loses 1.9 million brain cells every minute it goes without oxygen.

The effects of a stroke depend on where the brain was injured, as well as how much damage occurred. A stroke can impact any number of areas including your ability to move, see, remember, speak, reason, read or write.

Time is brain...seconds count. Recognize the warning signs of a stroke:

- Sudden weakness, numbness or tingling in the face, arm or leg**
- Sudden temporary loss of speech or trouble understanding speech**
- Sudden loss of vision, particularly in one eye, or double vision**
- Sudden severe and unusual headache**
- Sudden loss of balance, especially with any of the above signs.**

PRH Completes Accreditation Process, Awaits Final Results

The final report prepared by the Accreditation Canada Survey team is expected to be in hand within the next couple of months following their three-day on-site survey which took place September 19th, 20th and 21st. The survey focused on quality improvement initiatives and patient and staff safety.

The post-survey debriefing session was well attended during which Team Lead, Jane Mealey, gave highlights of their initial review and provided an overview of the Pembroke Regional Hospital's successes and strengths (multiple partnership programs with commitment to collaboration and innovation, commitment to the health and well being of the region and its population, highly committed Board, staff and volunteers, dedicated and capable leadership team, new bill of rights and responsibilities, and a robust incident management, reporting and disclosure system), as well as our

challenges and opportunities (on going fiscal challenges, physician staffing challenges, physical space constraints, and encouragement for us to share our ethics practices).

Noting that 97% of the criteria set out by Accreditation Canada was met, Hospital President and CEO Pierre Noel said the final report will include recommendations which the Hospital can review and use as a basis for making improvements.

"As part of a quality improvement process there is always work underway to help deliver care that is appropriate, accessible and efficient. Any areas identified for improvement in the recent survey will help us to enhance the quality of the service we deliver," Mr. Noel said, adding that the survey experience included review of structures, processes, policies and procedures in all departments.

New Moms Benefit From Having Trained Lactation Consultants On Staff

Responding to the needs of new mothers, and recognizing breastfeeding is the best form of nutrition for newborns, the Pembroke Regional Hospital now has a team of five certified lactation consultants on staff who have undergone extensive training to be able to offer the support required to help make for a successful breastfeeding experience.

"The Hospital has always promoted breastfeeding," said Karen Schreder, Clinical Manager of the Hospital's Maternal Child Care Program, adding that while deciding to breastfeed is ultimately the mother's choice, it is of most interest to the healthcare professionals who work in Obstetrics to provide the education and support to parents so that an informed decision on how best to feed each newborn can be made.

In fact, it's long been a goal of the Hospital to improve the consistency and quality of the messaging patients are receiving about breastfeeding which is what led the team of staff consisting of Registered Nurses Susan Laderoute, Mary Anne Vaillancourt, and Patricia Rebis as well as Registered Practical Nurses Beverley Fleury and Debra Dament to obtain the qualifications necessary to become International Board Certified Lactation Consultants.

To achieve certification, the group took a course from the University of Ottawa and attended several telemedicine sessions here in Pembroke. They also attended several in-service sessions and courses offered in Ontario and Quebec, tracked their hours of experience, and completed extensive preparation and assignments.

"The process was lengthy with very high standards, capped off by a full-day exam in Ottawa. The Nurses assumed the cost for both the course and the required certification," Mrs. Schreder said, adding that great camaraderie

was developed as the group worked together to complete their qualifications.

Candidates who pass the IBCLC examination attain the designation IBCLC (International Board Certified Lactation Consultant) and adhere to a Code of Ethics.

The IBCLC credential is widely recognized as the gold standard in lactation management.

It signifies a healthcare provider who possesses the necessary skills and knowledge to

when, at two weeks old he stopped, started fussing and seemed dehydrated.

"At the time, only two weeks after he was born, I didn't want to just stop and give him a bottle so I decided to get some assistance," Ms. Lavigueur said, adding that she contacted staff at the Hospital and came in to get assistance from Clinical Resource and newly-certified lactation consultant Mary Anne Vaillancourt.

"We weighed him, got him to feed and weighed him again to make sure he was gaining and with some added assistance and tips I was on my way home and he's been fine ever since," she said, adding that baby Caleb is now one month old.

With so many benefits for mother and baby, Mrs. Vaillancourt said she earned her certification so that she could learn more and be able to share that knowledge with her patients.

"We learned so much about human milk – how good it is for our babies and reasons why it's a good, natural way to care for a baby," Mrs. Vaillancourt said, noting that those interested in breastfeeding have been eager to talk to the now-certified staff.

"Not only is there more public awareness about the benefits of breastfeeding which is good, but our co-workers are coming to us now for information so that we are all able to provide the education for our patients to be able to make an informed decision," she said.

Mrs. Schreder said the Hospital's lactation consultants are also proving to be a great resource for the rest of the staff with plans to do some inservice training.

"Achieving this certification has made these resource consultants the 'go to's' for information and they have really become role models for the rest of the Nursing staff," Mrs. Schreder said.



From left, Mary Anne Vaillancourt, Karen Schreder, Patricia Rebis, Debra Dament and Beverley Fleury. Missing from photo: Susan Laderoute.

provide substantive breast-feeding assistance and skilled technical lactation management. IBCLCs work to prevent and solve breastfeeding problems and to encourage a social environment that supports breastfeeding families.

With a focus on preventative health care, IBCLCs encourage self-care, empowering parents to make informed decisions, both before and after their baby is born.

New mom Megan Lavigueur knows first-hand the challenges one can face when breastfeeding a newborn. The mom of two was trying breastfeeding for the first time with her son Caleb

PRH Selected For Home First Process Improvement Program

The Pembroke Regional Hospital is extremely pleased to have been chosen as one of three hospitals in the Champlain Local Health Integration Network (LHIN) to develop an improvement process for the *Home First* program.



Designed to keep patients – specifically high needs seniors – safe in their homes with community supports, the underlying philosophy of the *Home First* program is to get frail seniors back on their feet and living as independently as possible so that they are not admitted prematurely to nursing homes. Under *Home First*, transferring patients from hospital to a long-term care home is considered only after all other community options have been explored.

As part of the program which is provincially funded and administered in our region by the Champlain Community Care Access Centre, elderly patients who are discharged from hospital are offered enhanced nursing or therapy in their own home as well as up to 360 hours of personal support services during the first two months after discharge.

Each client is followed closely by a home-care case manager who adjusts the services as needed.

"Under *Home First*, the idea is to change the default position from one of the hospital being the place that seniors wait for alternate services, to one of the home, with appropriate and sometimes intensive supports, being the preferred and safer place from which seniors wait as they transition to other non-acute care settings," said Hospital President and CEO Pierre Noel.

To achieve this, a patient's in-hospital treatment plan from admission to discharge is focused on what needs to be done in order to get a patient well enough to go home, a huge part of that being a focus on mobility and independence.

"We recognize the benefits of being in a home environment when an acute care setting is no longer appropriate and we are very pleased to be able to help enhance this process in order to benefit those in our region," Mr. Noel said.

As part of the *Home First* Performance Improvement Project (PIP), PRH, Queensway Carleton Hospital and Hawkesbury General Hospital will spend the next six months developing improvement processes which will then be made available to all hospitals in the Champlain region.

Working collaboratively with staff from the CCAC, Pembroke's project team consists of Sandra Keon, Senior Leadership Team champion, Sabine Mersmann, management champion, Elaine Elliott, team lead, and Lisa Bradley project manager.

Caught On Camera...



An end of summer beach BBQ held Sept. 1 in appreciation for the Hospital's staff, physicians and volunteers was fun for all including Bernie Roosen (Information Technology), Bella de Wit (Patient Information) and Joey Allen (Diagnostic Imaging).

Below, graduates of the Lorrain School of Nursing's Class of 1961 had a chance to view the new CT Scanner when they dropped by for a visit Sept. 15 as part of their 50th Reunion celebration. The group was very excited to not only reunite but also learn about many of the advancements in healthcare which have taken place since they retired.



Court Diversion Program Helps Facilitate Appropriate Outcomes For Those With Mental Illness

A relatively new program known as Court Diversion is helping, where possible, to re-direct individuals with mental illness from the criminal justice system to more appropriate mental health services and supports.

Court Diversion is designed for people whose alleged offence is considered to be low risk and whose mental health needs can be met through services based in the community.

For example we had a young person in our program who received multiple breach of probation charges which carried a penalty, if convicted, of approximately three months in jail. Five years ago, this young person was a strong student with many friends who became disinterested in school and distanced from peers. Easily agitated, preoccupied and getting into fights as well as disappearing for days at a time, the individual began using street drugs and drinking which led to increased conflict and trouble with the law.

This type of cycle often results in a view of a "rebellious teen" despite the best efforts of parents and other supports. Ultimately, however, the behaviour resulted in another arrest in another city.

More recently this young person spent a year living on the streets, was clearly psychotic and suffering from schizophrenia. At the time the individual was picked up again by police on breach of probation conditions, it was clear there was some sort of mental health issue so a psychiatric evaluation was carried out. Despite being found fit to stand trial and deemed criminally responsible, the individual was diagnosed, treated and reconnected with family.

While this began a path to recovery, and medication helped, there were still difficulties as well as symptoms of schizophrenia which once again lead to a breach of probation conditions.

For this latest breach, it seemed unlikely that a three-month jail term would be valuable. Instead, as part of a Court Diversion plan agreed to by the Crown Attorney, the young person and other supports, a referral was made to the Assertive Community Treatment Team (ACTT) of the Pembroke Regional Hospital's Community Mental Health Services which provides more intensive psychiatric support and services.

Community Mental Health Services Director Bernadette Wren said initial funding from the province for a single court diversion worker, Lisa Davis, was received in 2003 and during the past eight or nine years, great effort was made to lay the groundwork for the program in terms of developing protocol with police, duty counsels and crown attorneys.



Bernadette Wren

Recognizing it has been a big education process for everyone, Ms. Wren said annual training sessions are held for first responders, hospital staff, and those in the criminal and justice systems which are designed to help those individuals identify symptoms of mental illness as early as possible.

Acknowledging that not all criminal actions by their very nature are divertible, those who must go

through the court system for their alleged offences are still supported by the court diversion worker who attends bail hearings and is actively involved in each case, providing assistance to the judiciary, guiding the individual and their family through the legal process and linking people to required services.

Devon Recoskie who has taken on the role of court diversion and support worker for Pembroke Regional Hospital's CMH services since March says a major development in the program locally has been that Renfrew County now has a mental health designated Crown Attorney, Elizabeth Ives-Ruyter who has a background in nursing.

Instrumental in pushing forth a mental health agenda in her office, he said Ms. Ives-Ruyter has shown an "incredible capacity to look past the surface 'criminal action' and examine, on a case-by-case basis, the role of mental illness and its impact on behaviour."

There has also been tremendous support and dedication from Legal Aid services, in particular Kevin Thompson, as all involved work collaboratively to ensure the best possible outcomes.

Rather than having the individuals face trial or jail time, treating the mental disorder, it is hoped, reduces the likelihood of further offending by focusing on helping the individuals access community support and treatment.

"Recognizing that jail is not the most appropriate place for these individuals from the point of first encounter is what is needed and the outcome from that point can really improve the quality of a person's life," Ms. Wren said.