



ANNUAL REPORT
of the Haldimand-Norfolk CCAC 2003/2004
PREPARED FOR
THE ONTARIO MINISTRY
OF HEALTH AND LONG-TERM CARE

Vision

Seamless healthcare through well informed people.

Mission

We promote client well being in a supportive environment by assessing needs, providing choice and linking people to community services in Haldimand and Norfolk.

Values

For our clients we value:

- individuality, dignity, religious and cultural beliefs;
- the client's right to privacy;
- participation of the client, caregiver and family;
- fairness and equity;
- client satisfaction; and
- client advocacy.

For our organization we value:

- a visible presence in the community;
 - quality provision of services;
 - fairness and respect for co-workers;
 - a co-operative team environment;
 - accountability and cost management; and
 - innovation, creativity and flexibility in the workplace.
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CONTACT INFORMATION:

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www.hn.ccac-ont.ca

E-mail: info@hn.ccac-ont.ca

Charitable Registration:
#893225045 RR 0001

**Haldimand-Norfolk
Community Care Access Centre**

Board of Directors

John Elgersma, Chair
OIC Appointment
Date:
December 18, 2002 *

Larry Horwood,
Vice Chair
OIC Appointment
Date:
December 18, 2002 *

Sylvia Bittman
OIC Appointment
Date:
December 18, 2002 *

Bruce Hunter
OIC Appointment
Date:
December 18, 2002 *
(Resigned March, 2004)

* Indicates Board
members that have been
re-appointed

Senior Management

Megan Allen
Executive Director
OIC Appointment
Date:
January 20, 2003

Mike McCarroll
Director of Corporate
Services

Barb Clendenning
Director of Client
Services



Haldimand-Norfolk Community Care Access Centre

Striving for Excellence

As we reflect on this past year, we applaud our staff for their commitment and outstanding efforts in achieving major milestones and in providing the best quality care to our clients within Haldimand and Norfolk Counties. Many successes were realized this past year as a result of profound support, dedication, and steadfast drive to meet our clients' health care needs.

Four hundred clients were surveyed on their level of satisfaction with the services we deliver and, overall, 98% of these clients rated the quality of care and the services they received as excellent or good. Additionally, an overwhelming 98% of clients indicated that our services allowed them to stay safely and independently in their homes. Exceptional!

The Staff and Board of Directors embarked on a most worthwhile journey to achieve a key goal – 3-Year Accreditation with the Canadian Council on Health Services Accreditation - and our organization was rewarded with the highest award handed out by the Council.

The Board of Directors forged ahead in setting a new direction for the organization through the development of a new 3-Year Strategic Plan. With a strong focus on leadership, providing high quality services, strengthening and building community partnerships, and empowering employees the Haldimand-Norfolk CCAC is strategically positioned to deal most effectively with its biggest ongoing challenge – service needs that exceed the resources available.

Despite the significant pressures faced by the Haldimand-Norfolk CCAC this past year due to an aging population, increased demand for home care, and rising health care costs a balanced budget was achieved and the quality of the services we provided remained exceptionally high. In 2004/05, the organization will continue to strive forward, triumph over challenges, and work collaboratively with our community partners in building a more seamless health care system.

Most Sincerely,

John Elgersma, Board Chair

Megan Allen, Executive Director

**Board Members From Left to
Right:** Larry Horwood,
Sylvia Bittman, Megan Allen
(ED), John Elgersma





Haldimand-Norfolk Community Care Access Centre

The Haldimand-Norfolk CCAC provides services in Haldimand and Norfolk Counties. Haldimand and Norfolk cover an area of approximately 2900 square km. Haldimand covers an area of 1252 square km and Norfolk covers an area of 1607 square km.

Strengthening hospice palliative care services

Much progress has been made in the provision of hospice palliative care services in Haldimand and Norfolk Counties. Systems are currently being developed to effectively integrate and coordinate end-of-life care between hospital and home for patients and their families. To date, two interdisciplinary programs have been developed within our region: *East Haldimand Hospice* and *Norfolk Hospice Palliative Care Program*.

The health care providers involved with each program meet every two weeks to review the care needs of patients and families and work collaboratively to address pertinent issues and facilitate well coordinated services. Both groups are comprised of community and hospital-based health care professionals, palliative care specialists, and community partners who are committed to:

- improving the quality of care provided to patients living with or dying from advanced illnesses;
- building and strengthening partnerships among health care providers who support patients living with progressive life-limiting illness and their families;
- addressing the diverse physical, psychological, social and spiritual needs that accompany the dying process; and
- advocating for patients living with progressive life-limiting illnesses and their families.

Improving the system of care required by people with dementia

A network of community agencies, service providers, and individuals are working together in Haldimand Norfolk to improve the system of care for people with dementia, their families and caregivers. Championed by the Alzheimer Society, the Haldimand-Norfolk CCAC is an active member of the Dementia Network. The goal of this network is to build on existing relationships and linkages to reduce fragmentation of services, resulting in a well-developed continuum or system of care (including service delivery, education, and research) for people with dementia, their families and caregivers.

Partnerships

Partnerships



**Haldimand-Norfolk
Community Care Access Centre**

Working to enhance stroke care at both a regional and community level

As a dedicated member of many health care organizations involved in a Regional Stroke Strategy in Central South / Central West Ontario, the Haldimand-Norfolk CCAC is working collaboratively with fellow members to develop a coordinated system of stroke care within this region. Defining and implementing a regional plan for secondary stroke prevention, along with developing a local network responsible for creating a pathway for stroke survivors transitioning from hospital to community re-engagement, are just a few of the activities the CCAC is directly involved with.

Sharing knowledge to build human resource strength in health care

The Haldimand-Norfolk CCAC is an active member of the Grand River District Health Human Resources Network. The Network consists of representatives with human resource, health care human resource, labor market, and training experience. The purpose of the Network is to serve as a forum for shared learning and identification of common issues, and to undertake collaborative projects and initiatives for health care organizations related to human resource management and planning.

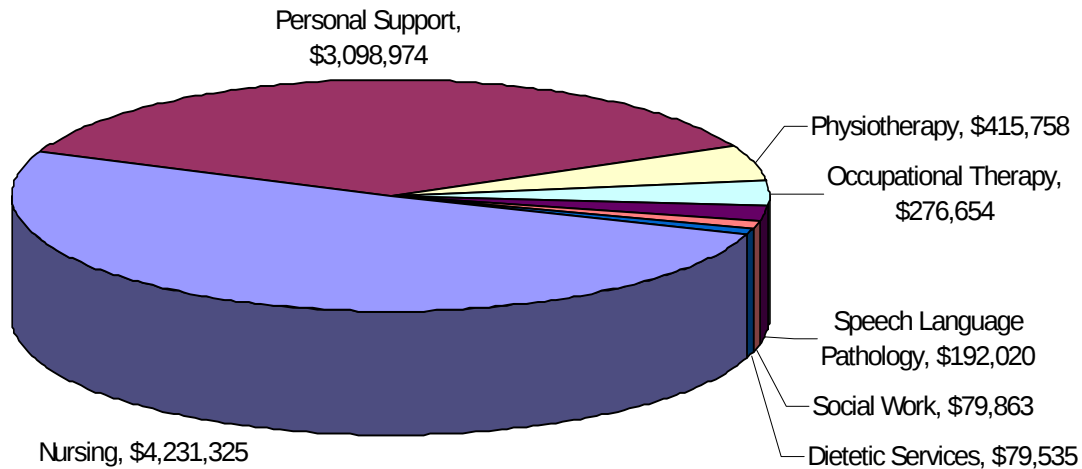
Coming together to address elder abuse

Developing effective elder abuse prevention strategies and coordinated responses has been a key goal for a group of senior volunteers and community agencies in Haldimand Norfolk. This group is known as the Community Response Network. The Haldimand-Norfolk CCAC has worked collaboratively as a member of this network to address the abuse and neglect of older adults. Some accomplishments to date include an elder abuse resource training kit; elder abuse resource libraries housed in designated areas through out the region; and enhanced collaboration among community agencies responding to elder abuse cases.



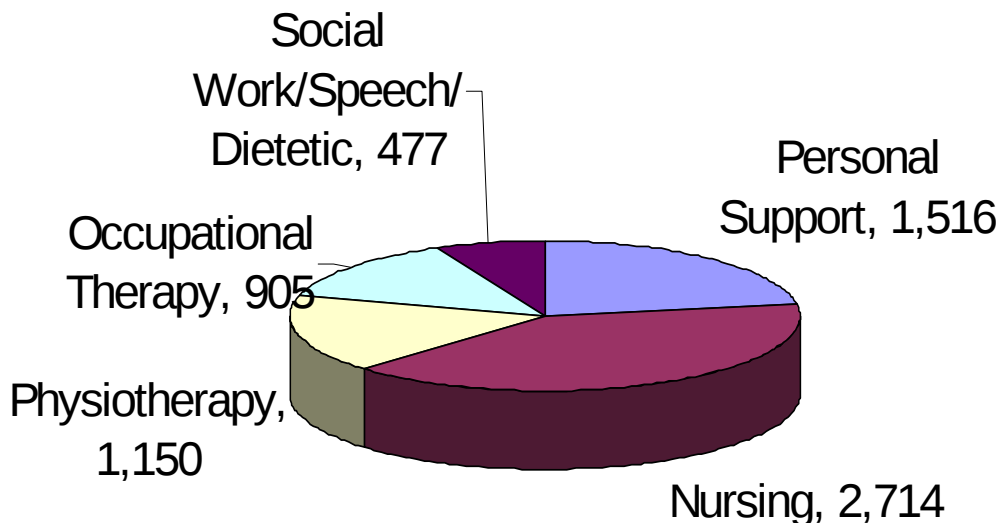
Haldimand-Norfolk
Community Care Access Centre

Purchased Client Services for 2003-2004



Total Number of Discrete Individuals Served by
the Haldimand-Norfolk CCAC = 3,924

Total Number of Clients Served by Discipline



Financials

Successes



**Haldimand-Norfolk
Community Care Access Centre**

Moving Forward with a New Strategic Plan

The Haldimand-Norfolk CCAC has undergone significant organizational changes during the past two years and will continue in an environment filled with constant change in the years ahead. Earlier this year, Haldimand-Norfolk CCAC began laying the foundation for a new 3-Year Strategic Plan. Haldimand-Norfolk CCAC staff and a multitude of external partners were surveyed to identify strengths, weaknesses, opportunities, and stakeholders perceptions.

The Board of Directors and Management Team held a one-day strategic planning retreat to review the survey results and, subsequently, establish short and long term goals to move the organization forward and in the right direction. The outcome of this retreat resulted in a new 3-Year Strategic Plan focusing heavily on leadership, providing high quality services to clients, creating strong partnerships, strengthening communication activities, and empowering employees.

The Haldimand-Norfolk CCAC is positioning itself to deal most effectively with its biggest challenge – service needs that exceed the resources available.

The Haldimand-Norfolk CCAC uses a corporate accountability framework based on the Balanced Scorecard approach to planning and reporting. This framework ensures that all actions of the corporation are taken to support corporate strategic directions.

Achieving 3-Year Accreditation

The Haldimand-Norfolk CCAC successfully achieved a 3-year accreditation award from the Canadian Council on Health Services Accreditation (CCHSA) due to a strong commitment to excellence in providing the best care to clients in our community.

Accreditation is a voluntary, self assessment and peer review process that compares the quality of care and services delivered by an organization against nationally developed standards. The Haldimand-Norfolk CCAC received the highest award handed out by the Council.

Surveyors from the CCHSA commended the organization's Board of Directors and staff for their continued perseverance in working towards improving the quality and accessibility of health care services for people within the community. The Haldimand-Norfolk CCAC was also praised for establishing strong linkages and partnerships within the community as a means of achieving a more seamless health care system for clients.



Haldimand-Norfolk
Community Care Access Centre

2003/04 Contracted Service Providers

Personal Support and Homemaking

St. Elizabeth Health Care
Victorian Order of Nurses,
Brant Haldimand-Norfolk
Branch

Nursing

Care Plus
Care Partners

Therapy

Care Plus
Therapy Specialities

Equipment

Professional Mobility

Medical Supplies

Clark's Pharmacy

Staff Development and Achievement Summary

Annually, the Haldimand-Norfolk CCAC Board of Directors hosts a dinner to recognize the accomplishments of staff.

The following awards were presented this year:

"Exceptional Employee" was awarded to Sandra Osinga (Finance Clerk) and Debbie Bennett (Team Clerk).

"Community Involvement" was awarded to Ronelda Smith (Manager of Client Services).

"Board of Directors award in Outstanding Achievement for a Group" was awarded to the Client Service Associates and Team Clerks - Teresa Stapleton, Debbie Slack, MaryLu Haggith, Tracey Burbie, Debbie Bennett, Lois Woods, Cheryl DePoorter, Christine Morden, Beth Rell and Angie Knox.

Also presented was the Ministry of Health and Long Term Care Award to Case Managers for contributing to the largest implementation of the RAI-HC by a jurisdiction in the world. Their efforts are leading the change to deliver the highest quality of community health care services to Ontarians.

Service Providers/Staff



Client Satisfaction Survey Results

In September 2003, Haldimand-Norfolk CCAC conducted a client evaluation survey using an external surveyor. This survey looked at case management, personal support, nursing, physiotherapy, occupational therapy, social work, nutrition, and speech/language therapy services. This was Haldimand-Norfolk CCAC's second Client Evaluation Survey, with the first survey being conducted in December 2000.

Feedback from clients was collected using telephone interviews and four hundred (400) clients completed the survey.

- The majority of clients rated the overall services as "excellent" or "good" (98%).
- Ninety-seven percent (97%) of the clients said that they would recommend the CCAC.
- Ninety-eight percent (98%) of clients said that their CCAC services allow them to stay safely and independently in their home.

New Home Care Assessment Tool

Advances in technology are occurring across every sector, including home care. Over the past year, Haldimand-Norfolk CCAC Case Managers have made leaps and bounds in adapting to new technologies.

The majority of client assessments conducted by Haldimand-Norfolk CCAC Case Managers are now completed using an international assessment tool (Resident Assessment Instrument for Home Care, RAI-HC) on laptop computers. For many of our Case Managers, gone are the days when they would pack up their brief cases with pens and paper-based client assessment forms and journey out to a client's home. Now they pack up their laptops and conduct face-to-face assessments in client's homes using the RAI-HC on portable technology.

The RAI-HC is a comprehensive client-centered assessment tool used for assessing the needs, strengths, and preferences of older adults living in the community. This tool was developed by an international group of clinicians and researchers, and has been adopted in many countries. When used in its entirety, the RAI-HC allows Case Managers to assess multiple spheres of a client's function, health, social support, service utilization, and medication needs. While the RAI-HC serves as the foundation of the assessment, Case Managers rely heavily on their own clinical skills and expertise in providing clients with a thorough assessment. Thus, the expertise of the Case Manager coupled with the use of the RAI-HC leads to a comprehensive assessment of the client, resulting in a detailed client care plan based on individual needs.