

ETOBICOKE AND YORK COMMUNITY CARE ACCESS CENTRE

Annual Report 2003 - 2004

Community



Cathy Szabo, EXECUTIVE DIRECTOR

Judith Hayward, CHAIR, BOARD OF DIRECTORS

Caring

Etobicoke and York Community Care Access Centre
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416 626 2222
www.etobicokeandYorkccac.ca

Document disponible en français

Meeting client needs today, while building for tomorrow

Vision

Excellence in
community health care

Mission

Etobicoke and York
Community Care Access
Centre is accountable for
the provision of accessible,
responsive and effective
community health care and
case management through
staff and community partners.

Values

Caring
Compassion
Accessibility
Fairness
Sensitivity
Leadership
Collaborative
Learning
Accountability
Innovation

The year 2003/2004 began with the creation of the Etobicoke and York Community Care Access Centre through the first joining of CCACs in Ontario. We value and recognize the contributions of our predecessor organizations, the Etobicoke CCAC and the York CCAC. As one organization, we have enhanced our ability to provide services to our clients by sharing expertise and programs across both communities and through administrative cost-savings, which were then re-directed to client care.

Whether someone is recovering from a hospital stay, requiring help to live independently in their home, moving to a new home with care supports, or needing a long-term care facility, our new Case Management Model improves services to clients. The Model takes advantage of new technologies and maximizes the resources of community agencies for client care. It holds our organization and our staff accountable for the care we provide and validates our wise use of health care dollars.

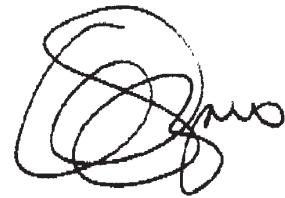
We would like to extend our appreciation to community agencies, elected officials, residents, and the Ministry of Health and Long-Term Care for the support we received throughout the year. Special thanks go to Etobicoke and York CCAC staff, who remained focused on client care while undertaking special projects and putting forth extra effort in support of our new organization.

Sincerely,



Judith Hayward

CHAIR, BOARD OF DIRECTORS



Cathy Szabo

EXECUTIVE DIRECTOR



Back (left to right) : Rene Wilson, Terry Sheehy, Fred Florence, David Allen, Carmen Leandro. Front (left to right) : Rae Aust, Judith Hayward (Chair), Cathy Szabo (Executive Director), Doreen Flockhart. Absent: Naomi Solomon, Gabriella Tino.

Recognizing Leadership Valuing Governance

The 2003/2004 Etobicoke and York CCAC Board of Directors was the inaugural Board of our newly created organization. We appreciate their sensitivity to our community and their respect for Staff during a period of tremendous change. A sincere “thank you” to every Board Member.

Community Care Access Centre Board Members and Executive Directors are appointed by the Provincial Government. The 2003/2004 Etobicoke and York CCAC Board of Directors were:

Judith Hayward, Chair
David Allen
Rae Aust
Doreen Flockhart
Fred Florence
Mary Anne Kuntz**
Carmen Leandro
Terry Sheehy
Naomi Solomon
Gabriella Tino
Rene Wilson

*** Resigned during the year*

Cathy Szabo, Executive Director

Working Together **A Shared Commitment to Excellence in Home and Community Care**

In the fall of 2004, the Executive Directors of the five CCACs in Toronto challenged their staffs to accelerate efforts to bring consistency to client services and improve organizational collaboration.

Whether in the form of two CCACs working together, or all five undertaking joint projects, progress is evident.

- ✓ Joint submission to achieve French Language Compliance Plan
- ✓ Collaborative provision of services to French speaking clients
- ✓ Publication of joint brochures for all CCACs in Toronto
- ✓ Development of a joint plan for information technology
- ✓ Joint advertising for Case Managers including a CCAC jobs site at www.ccacjobs.ca
- ✓ Coordinated Executive Director CCAC representation on committees and networks
- ✓ Development of client services work processes across all CCACs in Toronto
- ✓ Adoption of an innovative Wound Management Strategy by all CCACs and Service Providers in Toronto
- ✓ In conjunction with the North York CCAC, developed an outreach strategy targeting the communities of Rexdale and Jane/Finch

Shared Services – Human Resources **A Collaborative Initiative with the Toronto CCAC**

This year we moved to maintain and strengthen our capacity to provide human resource services while maximizing administration efficiencies through a unique partnership with the Toronto CCAC. We are merging recruitment, payroll, occupational health nursing, health and safety, and benefits administration into one unit, which will offer these services jointly to both organizations.

Case Management

Improving Client Care through Innovation

Goals of the **Case Management Model**

**Improve service
to clients**

**Strengthen links with
community agencies
and hospitals**

**Support the move
to cost-effective
Outcome-Based Care**

**Provide excellence in
service during all
hours of operation**

**Demonstrate and
quantify the value of
Case Management**

**Maximize operational
efficiency and
effectiveness**

**Take advantage of
technology**

**Incorporate
requirements of the
Ministry of Health
and Long-Term Care**

Making sure clients have the right service at the right time is the goal of the Etobicoke and York CCAC Case Management Model.

The increasing role of home care as a vital part of the health sector and the transference of treatments from hospital to home is well underway. The Etobicoke and York CCAC determined that these changes necessitated an assessment of how we were offering our services and obligated us to seek innovations that would strengthen our ability to deliver Case Management.



With the advent of new computer software and increased computer connectivity we are able to link staff working from the homes of clients, in the community, and at other health care facilities directly with our office to provide real-time service to clients. The ordering of services including nursing, personal support, therapies and medical equipment is expedited and fiscal controls enhanced.

The Model differentiates between hospital, community, placement and office case management so that the transition along the continuum of care is maintained. Our hours of operation meet the needs of clients for evening and weekend care and our extended service to hospitals alleviates the demands being made on them.

We have built new processes and systems to strengthen our organization's accountability and all our staff recognize how the work they do contributes to providing clients with the best possible care.

The most important element of Case Management is the direct link between our Case Managers and clients. The new Model makes this interaction a priority and increases the ability of clients and their caregivers to make informed health care choices.

The Case Management Model is a continuous quality improvement project and we look enhancing services our clients and our community.

Work Life - Growth and Learning

Continuing Education

Educational Support for Nurses

Seven Etobicoke and York CCAC Case Managers are currently enrolled in the post-diploma Bachelor of Science of Nursing (BScN) through Continuing Education, Ryerson University. The organization is pleased to support staff in this educational endeavour through a combination of tuition support and flexible work time.

Building Effective Leadership

Managing for Success

As part of our move to one organization, priority was given to developing a strong and effective management team. Key to this initiative was a series of leadership seminars with topics including the Ontario Human Rights Code, Supervision: Health and Safety, and Conflict Management, and Negotiations. As a cost-saving measure, these courses were offered jointly with the Peel CCAC.

Organizational Transformation

Moving to a new Case Management Model

To support implementation of the new Case Management Model, front-line staff were provided with up to 50 hours of training this year. This training and education ensured that we were able to meet Ministry of Health and Long-Term Care requirements for implementation of province-wide CCAC initiatives such as a common assessment tool for all CCAC clients. Community Case Managers received additional training to address community workplace safety and infection control.

Fostering Wellness

A Joint Management and Staff Initiative

Recognizing the value and importance of a healthy workplace and staff wellness, we embarked on a special Wellness Project. Our focus is to encourage and support lifestyle improvements through learning about nutrition and healthy living, exercise and stress reduction.

Work Life – Growth and Learning	PERFORMANCE MONITORING
Description of innovative improved practices	✓
Staff turnover rate	✓
Absenteeism rates of staff	✓
CCAC objectives achieved by department	✓

Client / Community

What do our Clients say?

Client Satisfaction Survey

Over 95% of our clients said the services provided by the Etobicoke and York CCAC were good to excellent. The results from the Survey support our move to a new Case Management Model. The Model addresses client requests for increased participation in developing their service plan along with more information on other community services that might benefit them.

The Survey was completed in conjunction with other CCACs, allowing for comparisons across Ontario. To ensure the integrity of the Survey, it was completed by an independent firm.

Special Projects

Building for the Future

With a one-time allocation of funds from the Ministry of Health and Long-Term Care, the Etobicoke and York CCAC undertook special projects to test new ways of effectively delivering care and to support Staff and Service Providers in developing innovative ways of working. Projects include:

- ▶ Produced videos on Speech-Language Pathology and Occupational Therapy to teach caregivers how to help their loved ones
- ▶ Provided Caregivers, Service Providers and CCAC Staff with updated information on Infection Control in the Community through a video presentation
- ▶ In partnership with Sunnybrook and Women's College Health Sciences Centre, piloting a telephone education program for diabetics
- ▶ Testing a Quick Response Program with the Emergency Department at St. Joseph's Health Centre. This program provides short-term extra support to people with urgent health care needs and alleviates demands on hospitals

Client / Community	PERFORMANCE MONITORING
Information and Referral queries by outcome	✓
Type of information and referral queries	✓
Client satisfaction with Placement in Long-Term Care Facilities	✓
Client satisfaction with in-home CCAC services	✓

Easing the Burden on Hospitals

- ▶ Extended CCAC hours of operation to evenings and weekends at the Humber River Regional Hospital – Church Site and the Trillium Health Centre - Queensway Site. This change ensures that more clients will be able to quickly and safely transfer home. It, also, relieves hospital emergency rooms and ensures acute beds are available when needed.
- ▶ For clients who can no longer live independently, the Etobicoke and York CCAC has specially trained Staff working in hospitals who meet with clients and their families and help with placement in long-term care facilities.
- ▶ Integrated Etobicoke and York CCAC computer systems with the systems at our hospital locations. This provides real time information and assists clients in transferring from hospital to home.

Improving Access to Information

Launched a new website at www.etobicokeandYorkccac.ca with easy access to information about community agencies and services in the community.

System Competency - Financial

The Foundations of a Health Care System

Standardized Statistical and Financial Reporting

We are pleased to report that the Etobicoke and York CCAC met the requirements and deadlines for implementation of the Ministry of Health and Long-Term Care's Management Information System (MIS).

This system records information uniformly across all CCACs providing detailed work load measurement, and budget and service information by individual staff, departmental teams and each CCAC. It also records information by service recipient code such as acute, rehabilitation and long-term supportive care. This information is vital to improving accountability and enabling us to better predict health care needs.

System Competency—Financial	PERFORMANCE MONITORING
Clients who achieved goals on discharge	✓
Variance of units of service	✓
Number of High Risk client occurrences	✓
Variance in year-end expenses	✓

Responsiveness - Internal Business

Measuring our Performance

Adopting the Balanced Scorecard, Performance Indicators and an Information Dashboard

One of the guiding principles for our move to one organization was the establishment of a Continuous Quality Improvement Plan. This Plan was the foundation for the harmonization of our services and work processes. As well as adopting a Balanced Scorecard and the Ministry's Performance Indicators, we undertook to create an Information Dashboard. This gives us real-time information in an easy to read visual format. As a next step, we have purchased software that will enable us to automatically track our performance using data from our existing computer systems and software.

Our Accountability Framework holds individual managers and staff responsible for their contribution to strategic objectives. Staff performance is based on achieving results.

Enhancing Client Care through Technology

Client Information System (CIS)

The Etobicoke and York CCAC has developed a new computerized Client Information System (CIS) that provides real-time information on a centralized client record. This system, is now in use by all client services staff and enables community case managers to spend more time with clients while ensuring that staff working from the office have the data they need to respond to calls. CIS avoids duplication of tasks and reduces paper work with cost-savings being redirected to client care. This is an important step in the implementation of our new Case Management Model.

Responsiveness—Internal Business	PERFORMANCE MONITORING
Service referral refusals	
Ratio of admitted clients to discharged clients	
Number of clients	

Community Initiatives and Partnerships

Supporting the Nursing Profession

Through a Partnership with Ryerson University

The Etobicoke and York CCAC is designated a Regional Access Centre providing off-site education for the Bachelor of Science in Nursing (BScN) Program. Diploma Nurses, who have applied and been accepted to Ryerson's BScN Program, are able to attend courses at our office. This is open to all diploma nurses, not just those employed at our CCAC.

The program has operated since 1991 and 36 nurses attended courses in 2003/2004. The Etobicoke and York CCAC is pleased to support the nursing profession by providing facilities and equipment for class instruction and local access to this educational opportunity.



Strengthening the Continuum of Care

Linking with the Faculty of Medicine, University of Toronto

Thirty-eight first year medical students received an introduction to community medicine through Etobicoke and York CCAC and its Service Providers. Each placement included preceptorship by a CCAC Case Manager, a home visit with a Service Provider, and an independent visit.

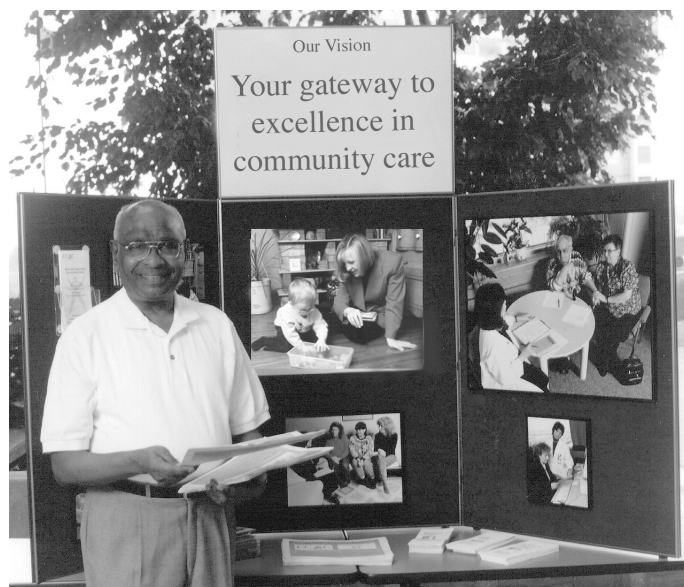
We are pleased to support physician involvement in home care through this innovative project.

Between Hospital and Home

Innovations in the Continuum of Care

The Etobicoke and York CCAC is working in partnership with Humber River Regional Hospital and St. Hilda's Towers Inc. to provide extended convalescent care after a hospital stay. This program provides a safe living environment while clients build their strength and mobility so that they can return safely home. Over 81% of the clients are meeting their service plan goals.

Our thanks go to the Ministry of Health and Long-Term Care for funding this project. Based on early successes, this project has been extended to March 2005.



Celebrating Community Commitment **Volunteers**

The Etobicoke and York CCAC is supported by community leaders who volunteer with our outreach programs. A sincere thanks goes to our 2003/2004 Volunteers:

Thanks

Maureen Delaforce
Robert Koil
Joan McCurdy
Amanda Mistern
Ann Nutter

Community Initiatives and Partnerships

Making a Difference for Clients

The Arthritis Society (TAS)

The Arthritis Society provides physiotherapy and occupational therapy service to clients of the Etobicoke and York CCAC who have a primary diagnosis of arthritic disease. Our clients do not pay for services provided by TAS. Our thanks go to this great organization.

Expanding the Knowledge Base

Sharing Information

During 2003/2004, Etobicoke and York CCAC staff made 10 presentations at provincial, national and international health and community sector workshops and conferences. The aim of this year's presentations was to support and encourage a better understanding of Case Management, to share systems and processes regarding accountability, and to provide information about the restructuring experience of the Etobicoke and York CCAC.



Working with our Health Care Partners

Strengthening our Health Care System

During 2003/2004, Etobicoke and York CCAC staff participated in task forces, networks and committees with the goal of strengthening the health care system and improving the continuum of care for our clients. We are pleased to have made contributions through the following associations:

- ▲ Accreditation Panels
William Osler Health Centre and Trillium Health Centre
- ▲ Adult Rehabilitation Network
Halton-Peel District Health Council
- ▲ Board of Directors,
Child Health Network
- ▲ Community Programs Advisory Committee,
Faculty of Medicine, University of Toronto
- ▲ Coordinating Committee
GTA Rehabilitation Network
- ▲ System Alignment Task Force
Toronto Health System Plan, Toronto District Health Council
- ▲ Toronto Dementia Network
- ▲ West End Advisory Committee
on Mental Health
- ▲ West GTA and Toronto Stroke Networks

Contracted Service Providers

On behalf of the Etobicoke and York CCAC, we would like to acknowledge the dedication, hard work, and caring of front-line health care workers, particularly throughout the challenges of SARS.

Special thanks to our 2003/2004 contracted Service Providers.

Dietetic

- Victorian Order of Nurses (VON Toronto-York Region)

Medical Laboratories

- Gamma-Dynacare Medical Laboratories
- MDS Laboratory Services

Medical Supplies, Equipment and Home Infusion

- Calea Ltd.
- KCI Medical Canada, Inc.
- Medigas, a division of Praxair Canada Inc.
- Therapy Supplies and Rental Limited

Nursing

- Comcare Health Services
- Para-Med Home Health Care
- Saint Elizabeth Health Care
- Spectrum Health Care
- S.R.T. Med-Staff International
- VHA Home HealthCare
- Victorian Order of Nurses (VON Toronto-York Region)



Personal Support and Homemaking

- CanCare Health Services Inc.
- Central and Northern Etobicoke Home Support Services (CANES)
- Circle of Home Care Services (Toronto)
- Comcare Health Services
- Nightingale Health Care Inc.
- Para-Med Home Health Care
- ProHome Health Services (Community Care Services)
- Red Cross Community Health Services
- Spectrum Health Care
- S.R.T. Med-Staff International
- Storefront Humber Inc.
- VHA Home HealthCare

Therapies

- Bridgepoint Community Rehab
- COTA Comprehensive Rehabilitation and Mental Health Services
- Heaman Communication Services Inc.
- Rehab Express Inc.
- Respirom CarePlus Inc.

Accreditation

As part of our organization's Continuous Quality Improvement Plan, the Etobicoke and York CCAC is preparing for its next accreditation in 2005/2006. The organization received a three-year accreditation by the Canadian Council on Health Services Accreditation (CCHSA) in 2002/2003.

What Our Clients Say About Us

"It takes a special person to navigate through the emotional and physical pain a cancer patient and their families go through, and we are so lucky that we had you with us on the journey. Thank you so much for your knowledge, support and friendship – you helped us so much through this difficult time."

"Thank you for all you did for my Dad. It is so hard to find such a caring person these days; everyone is in such a rush with increased workloads. You always made me feel as if we had you all to ourselves. I am grateful you were his Case Manager. Thank you."

"The Case Manager assisted in providing valuable information about the process and helped us in the various steps involved in placing my mother in a nursing home. The entire process has at times been extremely stressful but it was made easier by the fact that our Case Manager was supportive and helpful. You are fortunate to have this dedicated and caring person on your staff."

Using Health

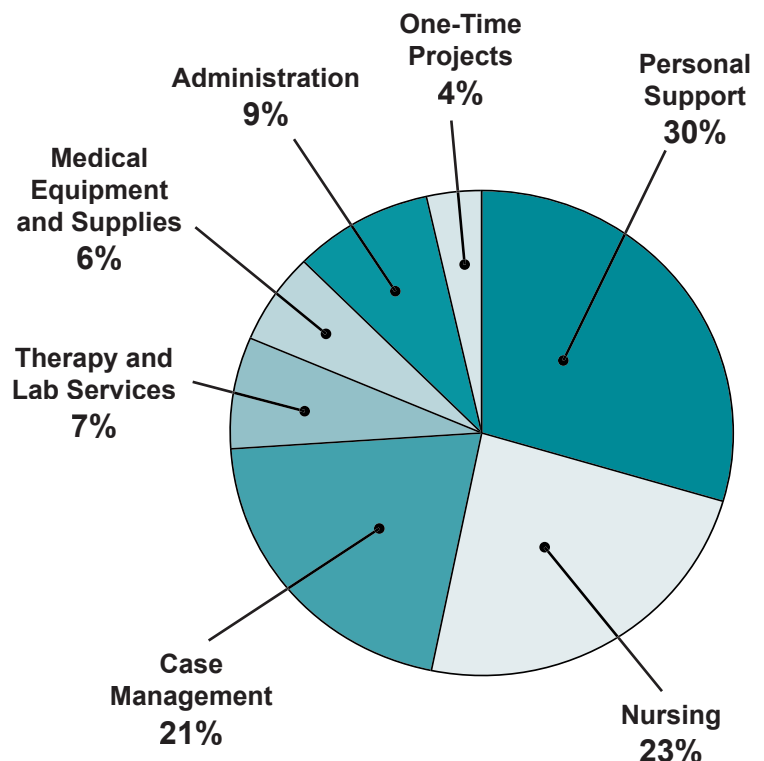
Statistical and Budget Analysis

During 2003/2004, the Etobicoke and York CCAC served 16,977 individuals. Expenditure details when compared to the previous year include:

- Increase in the total number of clients – 25%
- Increase in purchased client services – 21%
- Increase in personal support service hours – 28%
- Increase in nursing visits – 16%
- Increase in medical supplies, equipment rental and client transportation – 27%

The Etobicoke and York CCAC achieved a modest surplus of \$3,312 on a total budget of \$49.3 million. Case Management costs increased by 14%. This investment ensured we were able to maximize the direct service provided to clients.

Breakdown of Total Expenditures



Financial and Statistical Summary

(April 1, 2003 to March 31, 2004)

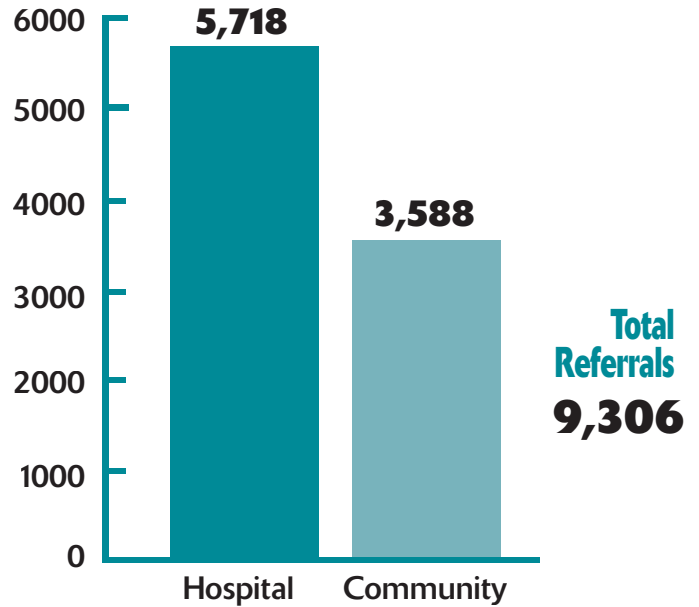
Care Dollars Wisely

Our Service Statistics

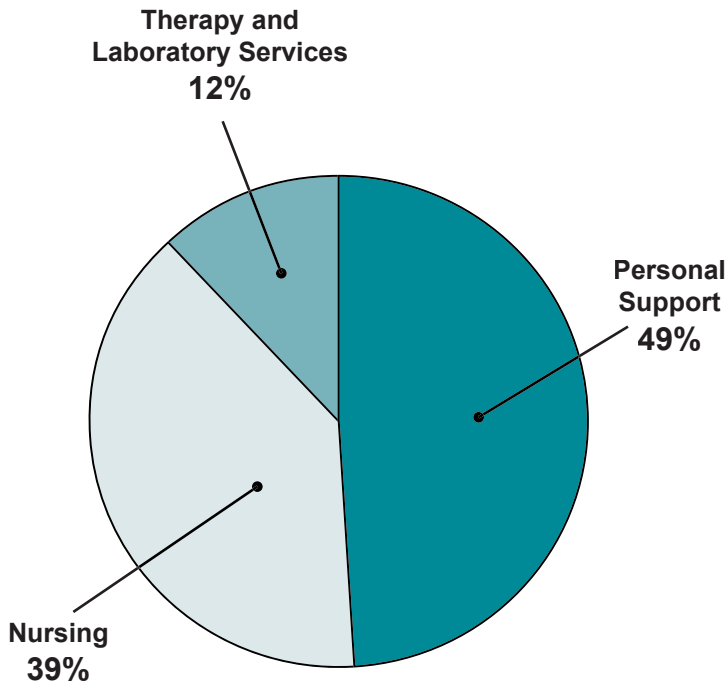
Number of Clients Served	16,977 People
Personal Support	726,042 Hours
Nursing	266,080 Visits
Occupational Therapy	17,406 Visits
Physiotherapy	12,100 Visits
Speech-Language Pathology	7,569 Visits
Acquired Brain Injury Program	2,439 Visits
Dietetic Services	2,190 Visits
Social Work	1,385 Visits

Our Case Managers helped **2,084** people move to Long-Term Care Facilities.

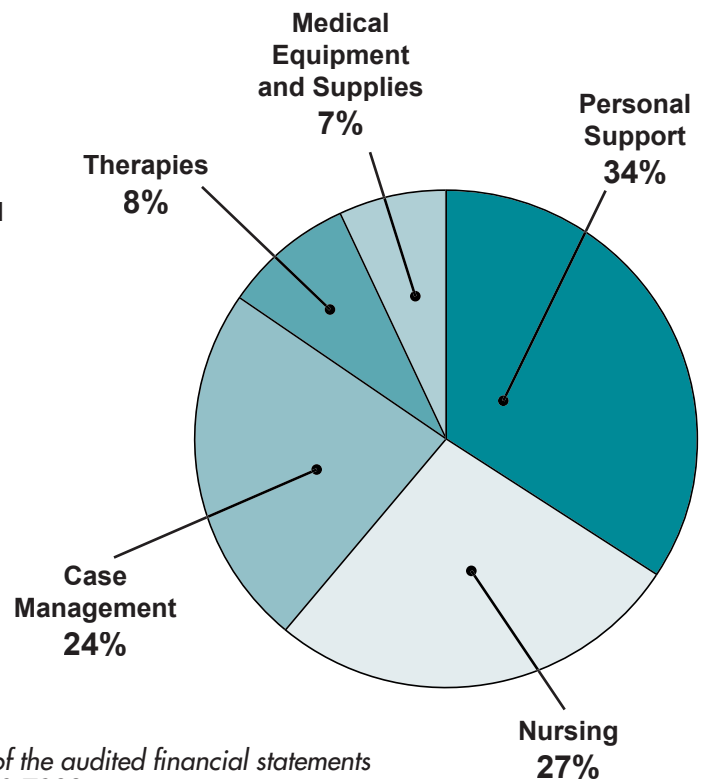
Number of Referrals



Breakdown of Purchased Client Services



Breakdown of Client Services Expenditures



The 2003/2004 audit was completed by Ernst & Young. Copies of the audited financial statements are available by calling the Etobicoke and York CCAC at 416 780 7892.

Partnership



Respect