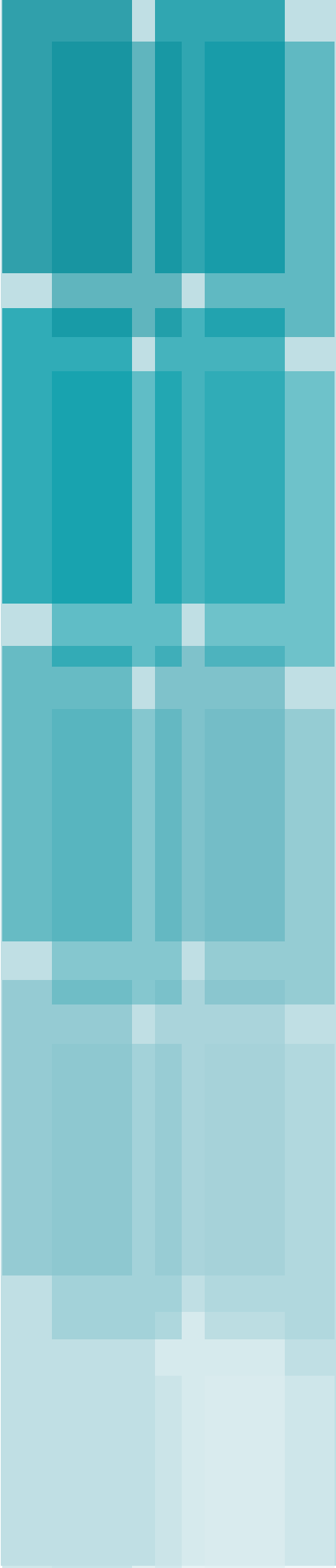




Annual Report 2004/2005

ETOBICOKE AND YORK COMMUNITY CARE ACCESS CENTRE

Judith Hayward, CHAIR, BOARD OF DIRECTORS
Cathy Szabo, EXECUTIVE DIRECTOR

Etobicoke and York Community Care Access Centre
401 The West Mall, Suite 1001
Toronto, ON M9C 5J5
416 626 2222
www.etobicokeandYorkccac.ca

Document disponible en français

Making our vision for the future today's reality

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 2004/2005 was filled with challenge and change for the Etobicoke and York CCAC. Building on last year's successful merging of two CCACs and the introduction of a new Case Management Model, we focused on using technology to provide the most efficient and the highest possible quality of service to clients and health care partners.

An electronic Client Record and wireless technology helps us deliver the best care today while contributing to strengthening the continuum of care and building an effective health care system.

Implementing this magnitude of change requires commitment, dedication and hard work by staff. The Board of Directors extends our sincere appreciation to employees of the Etobicoke and York CCAC who embraced our vision for the future and made it today's reality. We look forward to sharing our experience and expertise with other health care organizations.

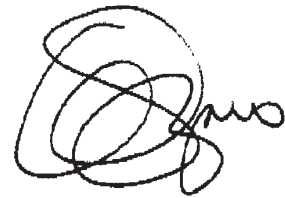
The Etobicoke and York CCAC is privileged to work with many health and community partners. We recognize their efforts and appreciate their commitment to providing quality care in our community and to our shared clients. We also thank the Ministry of Health and Long-Term Care for their commitment to providing health care in the home and community and for their support of our 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.

Leadership through Governance

Board Members of the Etobicoke and York CCAC are residents of our community who volunteer their time in support of our organization and the clients we serve. We thank them for their caring, commitment and hard work.

Community Care Access Centre Board Members and Executive Directors are appointed by the Provincial Government.

The Etobicoke and York CCAC Board Members during 2004/2005 were:

Judith Hayward, Chair

David Allen

Rae Aust

Doreen Flockhart

(term completed February 2005)

Fred Florence

Carmen Leandro

(term completed March 2005)

Terry Sheehy

Naomi Solomon

Rene Wilson

Cathy Szabo, Executive Director

Working Together

A Shared Commitment to Quality Client Care

CCACs in Toronto are actively working together to provide high-quality and consistent care to residents of Toronto. By working together we are able to share expertise and resources and take advantage of cost-efficiencies. Our 2004/2005 joint initiatives included:

- ✓ Developed Toronto-wide CCAC protocols for clients recovering from hip and knee replacement surgery. This ensures quality care for clients. It also strengthens the continuum of care by helping with the transition from hospital and rehabilitation care to home.
- ✓ Launched a French language website (www.cascdetoronto.org), developed orientation materials and a phone response card to help staff serve French-speaking clients. These initiatives support our organizations' requirement for December 2005 compliance with the French Language Services Act.
- ✓ Developed and implemented joint client consent processes and forms to successfully meet the requirements of the Personal Health Information Protection Act, 2004.
- ✓ Revised and updated the Service Planning and Ordering Guidelines for Hospital Coordinators/Case Managers to provide consistent care to clients and make the ordering of services more efficient.
- ✓ Developed a common Contract Framework, including service planning, procurement and contract management, to further strengthen partnerships between CCACs and Service Providers.
- ✓ Initiated Common Service Provider Reports.
- ✓ Translated the CCACs of Toronto brochure into 12 languages.

Investing in Our Community

Working with our Health Care Partners

Strengthening the Health Care System

During 2004/2005, 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 clients. We are pleased to have made contributions through the following associations:

Adult Rehabilitation Network,
Halton-Peel District Health Council

Board of Directors,
Child & Family Health Network

Community Programs Advisory Committee,
Faculty of Medicine, University of Toronto

Coordinating Council,
GTA Rehabilitation Network

Steering Committees,
Local Health Integration Networks (LHINs),
Mississauga-Halton and Toronto Central

System Alignment Task Force:
Toronto Health System Plan,
Toronto District Health Council

Toronto Dementia Network

West End Advisory Committee on
Mental Health

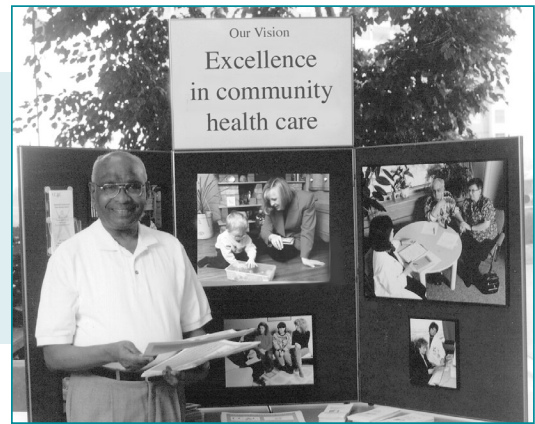
West GTA and Toronto Stroke Networks

Strengthening the Continuum of Care

Linking with the Faculty of Medicine, University of Toronto

This year, 40 first-year medical students received an introduction to community medicine through the 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 study on home care.

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



Between Hospital and Home

Innovations in the Continuum of Care

Building on the success of a two-year pilot project, the Ministry of Health and Long-Term Care has extended funding to a unique convalescent care program. This project is in partnership with Humber River Regional Hospital and St. Hilda's Towers Inc. and supports frail clients after a hospital stay. The program provides a safe living environment while clients build their strength and mobility so that they can return home safely.

Supporting our Community –

West Mall Toastmasters Public Speaking Club

In August 2004, the Etobicoke and York CCAC began hosting a lunchtime Community Toastmasters Public Speaking Club. The non-profit Club seeks to improve communication and leadership skills of 24 community and CCAC staff members.

Making a Difference for Clients

The Arthritis Society (TAS)

The Arthritis Society provides physiotherapy and occupational therapy services 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. Many thanks to this great organization.

Expanding the Knowledge Base

Sharing Information

During 2004/2005 Etobicoke and York CCAC Staff made 12 presentations at provincial, national and international health and community sector workshops and conferences. This year's presentations shared our experiences with developing a Case Management Model and an Electronic Health Record.

Taking Advantage of Technology to Improve Client Care

The Etobicoke and York CCAC is pleased to announce it has implemented a new Electronic Client Record. This is an important step in providing CCACs with the capacity and capability to meet the expanding need for health services in the home and for the increasing complexity of that care.

Benefits of the Electronic Client Record:

- Enable Community Case Managers to work directly with clients in the community while having access to the resources and information at all times.
- Expedite client services through real time information.
- Access to information to respond to clients at the first point of contact.
- Provide Case Management Services at time convenient to Client and their families.
- Strengthen the continuum of care with hospitals, long-term care facilities and community support agencies.
- Utilize administrative cost savings for client care.

Responsiveness - Internal Business

- ▶ No wait list for any CCAC services except Occupational Therapy.
- ▶ Reduced administrative costs by consolidating to one community office.
- ▶ Upgraded computer links to Humber River Regional Hospital - Church Street Site; Trillium Health Centre, Q-site; and William Osler Health Centre - Etobicoke Hospital Campus.
- ▶ Transferred to new accounting software. The new software is compliant with the recently adopted Ministry of Health and Long-Term Care's financial and statistical requirements and enables comparison of data among CCACs and other health care organizations.
- ▶ Launched new Intranet to provide consistent, real-time information to all staff.
- ▶ Met the Ministry of Health and Long-Term Care's target for providing services to clients who would otherwise require hospitalization.

Responsiveness – Internal Business

PERFORMANCE MONITORING

Wait list for services



Wait time for clients to
receive services



Worklife - Growth and Learning

- ▶ Successfully negotiated a new three-year collective agreement with COPE Local 550 representing case management and support staff
- ▶ Completed a Staff Satisfaction Survey which is guiding development of our Human Resources Plan
- ▶ Instituted a new Attendance Management Program resulting in reduced staff absenteeism
- ▶ Continued with our successful joint management and staff Wellness Program that provides opportunities for physical fitness as well as nutrition and relaxation education.

Worklife- Growth and Learning	PERFORMANCE MONITORING
Staff turnover rate	✓
Absenteeism rates of staff	✓
Employee satisfaction	✓

System Competency - Financial

System Competency- Financial	PERFORMANCE MONITORING
Number of high-risk client care occurrences	✓
Variance of units of services from projections	✓
Total purchase service cost	✓
Variance in year-end expenditure	✓

- ▶ Exceeded targets for direct client care through the purchase of health care services from our contracted Service Providers
- ▶ Completed site visits to nursing and personal support Service Provider agencies to review the quality of services, identify areas for improvement and ensure compliance with contracts
- ▶ Developed and monitored key performance indicators for each Client Services Department. By tracking information such as the number of home visits and client satisfaction with Case Management services we can be very specific about identifying areas for improvement and taking corrective action

Client / Community

Respecting Client Privacy

We are pleased to report that the Etobicoke and York CCAC met the requirements and deadlines for implementation of the Personal Health Information Protection Act. This legislation came into effect November 1, 2004 and sets out rules for the collection, use and disclosure of personal health information by health care organizations and their staff.

The Etobicoke and York CCAC hosted an Education and Training Workshop for community agencies to provide information about the new privacy legislation and to provide our shared clients with a consistent approach to this issue.

Giving Clients more Choice in Long-Term Care Homes

This year, Etobicoke and York CCAC Staff assisted in the successful opening of two new Long-Term Care Homes – *The Westbury* and *The Village of Humber Heights*.

Preventing Falls - Keeping People Well

This newly developed video provides seniors and those at risk of falling with valuable information on how to avoid falls.

We extend sincere thanks to our partners on this project: the Department of Public Health, City of Toronto, Etobicoke Services for Seniors, Rehab Express Inc, Bridgepoint and ComCare. Special thanks to the Ministry of Health and Long-Term Care for funding this health prevention project.

Care-Without-Walls – Diabetes Care and Education

In partnership with Sunnybrook and Women's College Health Sciences Centre, the Etobicoke and York CCAC piloted this project, which connected diabetic clients living in their homes with access to health care practitioners. Not only did this project save money and time for clients and the medical community, clients found it increased their ability to manage their condition.

Wound Care - The Community Clinic Alternative

With one-time funding from the Ministry of Health and Long-Term Care, the Etobicoke and York CCAC piloted an alternative to traditional home care - a community clinic specializing in caring for clients with surgical ulcers, and other wounds. A clinical nurse with specialized training in wound management provided up to 90 care appointments per month for Etobicoke and York CCAC clients. Clients appreciated the convenience and increased independence provided by this neighbourhood clinic.

Client / Community	PERFORMANCE MONITORING
Client satisfaction with the CCAC services	
Working with health and community partners	
Client satisfaction with placement in Long-Term Care Homes	

What Our Clients Say About Us

"Thank you very much for all you have done to support my sister and my family. You have made a difficult situation so much easier with your compassion and your efficient service."

"Kudos to your Staff! We could not have managed the last few months without your help. Thanks for going above and beyond your job description and for being relentless in problem solving. Mom is very much recovered and happy in her home."

"I want to let you know how impressed I was with one of your Case Managers. She assisted my father and our family with his decision to move to a long-term care home. It was an extremely stressful time but your dedicated and caring Case Manager provided us with the information we needed and made the process easier for all of us."

Using Health

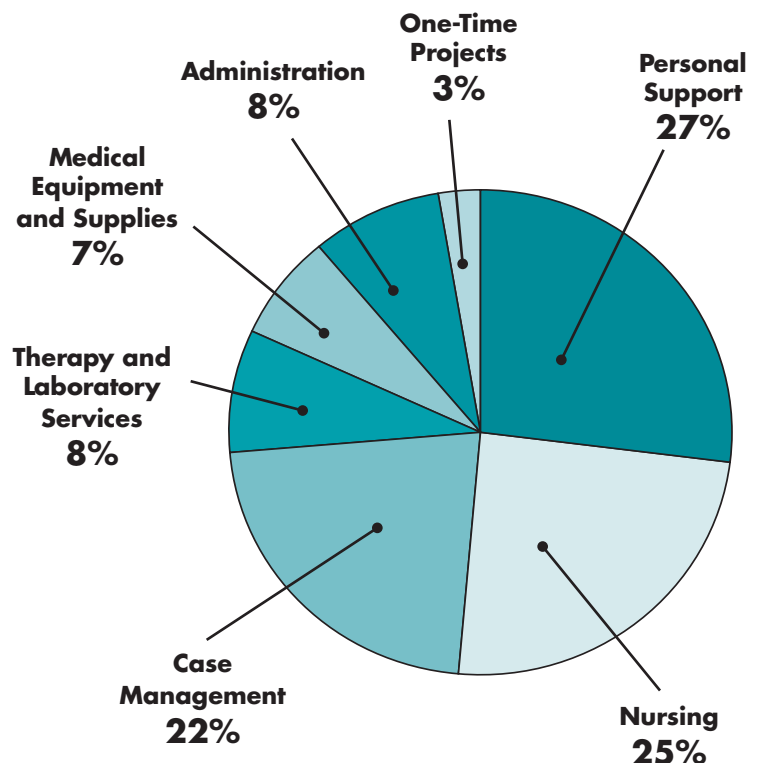
Etobicoke and York CACC Statistical and Budget Analysis

During 2004/2005, the Etobicoke and York CCAC served 21,068 clients. Based on an analysis of comparable data using operating dollars, expenditure detail when compared to the previous year include:

- Increase in the total number of clients **16.48%**
- Increase in purchased client services **5.62%**
- Increase in nursing visits **5.73%**
- Increase in therapy visits **9.62%**
- Increase in medical supplies, equipment rental and client transportation **17.74%**

The Etobicoke and York CCAC concluded the year with a modest deficit of \$44,152 on an operating budget of \$52.2 million.

Breakdown of Total Expenditures



Care Dollars Wisely

Financial and Statistical Summary

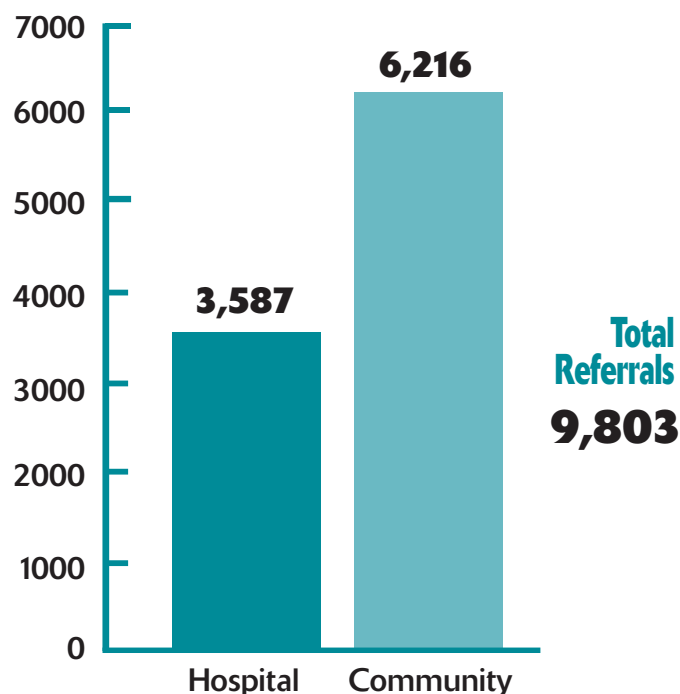
(April 1, 2004 to March 31, 2005)

Our Service Statistics

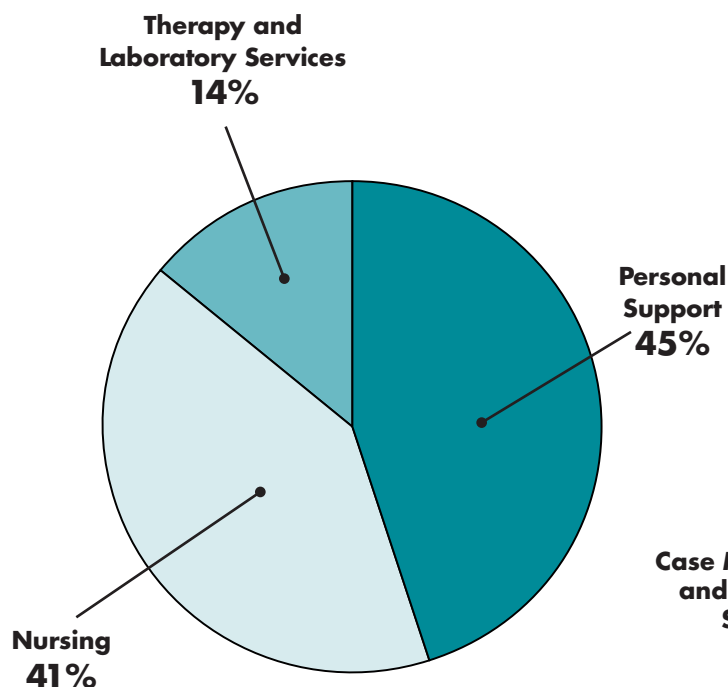
Number of Clients Served	21,068 People
Personal Support	638,348 Hours
Nursing	269,429 Visits
Occupational Therapy	19,490 Visits
Physiotherapy	13,182 Visits
Speech-Language Pathology	8,264 Visits
Acquired Brain Injury Program	1,536 Visits
Dietetic Services	2,159 Visits
Social Work	1,581 Visits

Our Case Managers helped **1,264** people move to Long-Term Care Facilities.

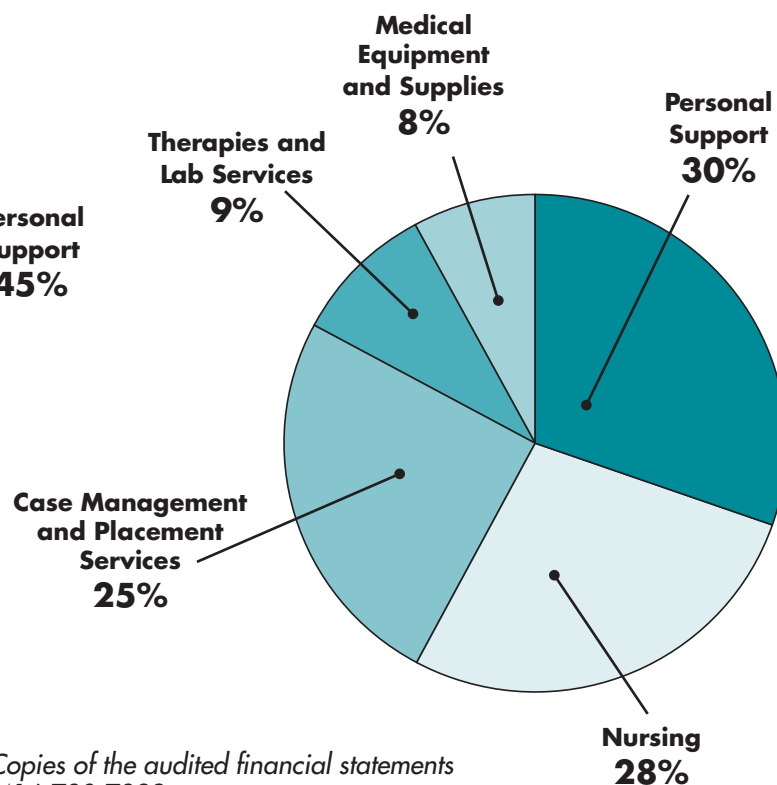
Number of Referrals



Breakdown of Purchased Client Services



Breakdown of Client Services Expenditures



The 2004/2005 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.



Investing in Our Staff

The Etobicoke and York CCAC has invested in the continuous education of our employees to maintain the highest level of quality care in the services we provide.

Educational Training - 2004/2005



Leadership Development

- Coaching as a Management Tool
- Process Mapping: A Tool to Strengthen Client Care
- Health and Safety: The Staff Perspective



Long-Term Care

- Working with our Partners in Long-Term Care
 - Advocacy Centre for the Elderly
 - Office of the Public Guardian and Trustee
- Consent and Capacity: Meeting Client and Family Needs



Privacy and Confidentiality

- Meeting the requirements of new Legislation:
Personal Health Information Protection Act, 2004



Wound Care

- Improving Care for Clients with Wounds for CCAC Staff and Service Providers



Technology

- Using Electronic Forms
- Working in the Community - Going Wireless
- Electronic Timesheets
- Introducing a new Information & Referral Database
- Using Technology to Record and Evaluate Work

As part of our on-going commitment to maximizing the use of technology and minimizing administrative costs, many of our training programs are available electronically.

The Etobicoke and York CCAC is pleased to support Case Managers who are completing degree and diploma programs in the health care field through bursaries and a flexible work schedule.

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.

Our many thanks to our 2004/2005 community and health partners and their front-line staff.

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.¹
- 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 Health Services
- Heaman Communication Services Inc.
- Rehab Express Inc.² (Closing the Gap)
- Respirom CarePlus Inc.² (Closing the Gap)

Note:

¹ Now operating as Medigas Praxair Inc.

² Now operating as Closing the Gap

