

Bringing Care Home

The South West CCAC Staff Bulletin

Volume 1, Issue 1

January 2007

1



Welcome to the first edition of *Bringing Care Home*, a new publication dedicated to keeping the 500+ employees of the South West CCAC informed and involved. In each issue, we'll focus one story on frontline team members who are making a real difference in the lives of their clients. We'll also bring you up to date on CCAC news and views, and keep you in touch with one another. The more we talk and listen, the sooner we will become a fully integrated organization.

Making it Work for Gabby

Gabby Nixon is an irrepressible little girl with a big smile and an unquenchable spirit. She was born in London in June 2001 with spina bifida. As soon as she got home, she began receiving maximum services from CCAC Grey-Bruce with nursing support every night. When Gabby needed a trachea tube for breathing, the CCAC sent nurses to London to train so that they could suction the little girl and care for her tube. "She's come a long way," says mother Susan. "Things are pretty good now."

needs children like Gabby. "Fortunately, Gabby came along at the right time and got the care she needed. But really we need more nurses."

Gabby's nurse, Jane Terwoord, is employed by Care Partners, a CCAC partner provider in the Grey-Bruce area. "I really enjoy the one-on-one aspect of community care," she says. "And I love making it work for Gabby!"

Gabby is one of many children who are supported by the pediatric team of South West CCAC. The team in the Grey Bruce area includes four case managers and several support staff, and covers a wide geographic area, including many rural and remote communities. "The CCAC has been great," says Susan. "If we didn't have this service, I wouldn't be able to do near what I do now. I can still go to work and have a full life, and this has definitely allowed us to function as a family with three other children."



Top (left to right): Jane Terwoord, Nurse; Karen Nunn, Case Manager for South Bruce and part of South Grey counties; Gabby and Mom, Susan Nixon.

Above (top row): Wanita Livingstone, Paediatric Case Manager for North Grey County and the East Side of Owen Sound area; Jackie Healy, Case Manager for North Bruce County and the West Side of Owen Sound; Lorna O'Neill, Single Service Speech Case Manager and Sheila Dowler, Paediatric Supervisor (bottom row): Karen Nunn, School Health and Community Paediatrics; Lori McKinnon, supports the Single Service Speech Desk and Karen McArthur, Clerical Support for the paediatric team.

When she was four, Gabby started kindergarten and the CCAC stepped in with support during school hours. Her services have included nursing, occupational therapy, physiotherapy, and speech language pathology, and consultation with a dietitian. "We try to do whatever it takes to make it work for Gabby," says case manager Karen Nunn. "We want what's best for her." Nunn points out that it is sometimes difficult to find enough nursing services for high-



Building a High Performance Team

A message from ED Sandra Coleman

Team. Leadership. Performance. Quality. Care.

Each of these words represents a big concept that lies at the heart of any great health organization. *Saying* the words is easy. Defining and living by them is a lot harder. In his recent book, **Good to Great**, Jim Collins points out that, "Greatness is not a matter of circumstance. It's a matter of choice and discipline."

The South West CCAC has made the choice to seek greatness. We are building a team, developing leaders, defining performance goals, and committing ourselves to high quality care – and we will ensure that we have the discipline to be great!

Two themes will form the foundation for everything we do together: client-driven care, and performance management.

Client-driven care is a "way of being" that puts the client and family at the centre, recognizing their strengths, listening to their concerns, and treating them with respect and dignity. It does away with the case-manager-as-expert model, replacing it with an equal partnership and a team approach to care.

Performance management is a process of continuous evaluation, analysis and improvement relative to established benchmarks. It means tracking client, staff and partner satisfaction, client outcomes, financial performance, and

other measures of efficiency, effectiveness and productivity, and then translating the data into action. Performance management doesn't imply that what we're doing now is of poor quality: it simply gives us the tools to do better.

To make client-driven care and performance management a reality, we must become a high performance team. What is a team? It's a group of people with complementary skills, who share a common purpose and goals, and a way of working together that holds each team member mutually accountable. Becoming a high performance team means never being complacent about any aspect of our work. It means that every minute we spend has the potential to be improved to provide better care to our clients.

Great teams don't happen overnight: they are developed and nurtured over time. In the South West CCAC, we have begun the process of building a high performance team by hiring a group of exceptional senior leaders (see right) and starting to talk about an organizational structure (see page three) designed to support excellence.

In the next stage of our development, we will be engaging with you, the employees of the South West CCAC, to gather your input and ideas. *You* are critical members of our high performance team. We're counting on you, and you can count on us to keep you informed and engaged as we move forward together.

South West CCAC Senior Leadership Team



Donna Ladouceur
Senior Director, Client Services
– most recently Director of Client Services for CCAC London-Middlesex



Terry Simpkin
Senior Director, Corporate Services
– most recently Director of Finance and Operations for the CCAC of London and Middlesex and Acting Executive Director



Gordon Milak
Senior Director, Performance Management and Accountability
– over 20 years experience in health care, including as Executive Director of VON Middlesex-Elgin and VON Chatham-Kent



Nancy Dool-Kontio
Senior Director, Strategic Planning and Integration
– 14 years in management positions in public and private sectors, and former manager with CCAC of London and Middlesex and Elgin CCAC



Richard Hulley
Senior Director, Human Resources and Organizational Development
– 16 years of human resources and labour relations management experience, most recently as Director of Human Resources, County of Huron



Michael Robbins
Communications Lead
– a consultant to several CCACs in the South West for many years and currently project lead for *thehealthline.ca*



Cate Patchett, *Corporate Liaison*
– most recently Executive Assistant to the ED at the CCAC of London and Middlesex



Mary Fonger, *Executive Assistant*
– most recently Administrative Assistant to the ED at the CCAC of London and Middlesex

Who's on First?

Organizational structure for the South West CCAC

As the famous design maxim puts it, 'form follows function.' At the South West CCAC, we are working to develop a 'form,' or organizational structure, that will support our strategic goals and help us all do our work easier and better.

As we begin to develop our organizational structure, there are a number of factors to keep in mind. The structure we choose must:

- Align with our core business strategies
- Ensure flexibility to respond to the evolving health care agenda
- Recognize the diversity of clients, communities, and service delivery requirements
- Facilitate partnering and collaboration
- Promote efficiency, economy, effectiveness and accountability

- Enable knowledge sharing, innovation, and individual and organizational growth

"Our goal is to create an effective organization," says ED Sandra Coleman. "We feel that's the best way to live our commitment to client-driven care and the principles of a 'learning organization.' Ultimately, we want to be as close to the frontline staff as possible." As a result, the proposed structure will not include a director layer.

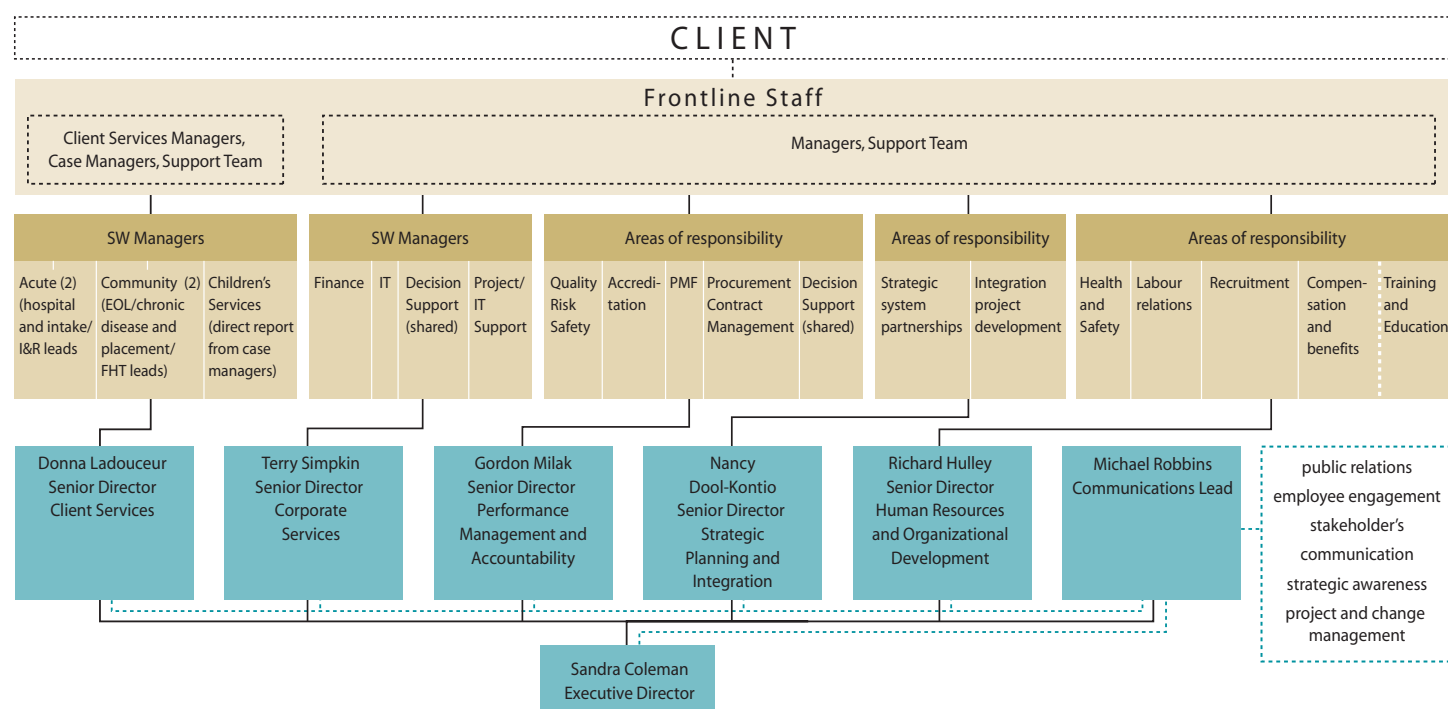
The South West CCAC is also committed to maintaining overall administrative costs at approximately 8 per cent, so that the maximum amount of funding can be directed to client care and support. As a result, the new organization must be designed for efficiency.

The proposed organizational structure includes region-wide functional managers, rather than "branch managers" focused on specific geographical areas. For example, Donna Ladouceur, Senior Director, Client Services, may work with managers focused on the hospital sector, intake, children's services, and the community. "Our goal," says Donna Ladouceur, Senior Director Client services, "is to bring everybody together and promote integration across the whole South West region. Each manager will become a valuable resource in his or her area of specialization."

Work to finalize the South West CCAC organizational structure is ongoing. Input gathered through staff focus groups over the next two weeks will help guide the next stage of development.

Draft Organizational Chart

Here's a starting draft picture to begin our discussion and gather your thoughts.



Listening to You

The Senior Team wants to hear from frontline employees. That's why one-hour focus groups for 25 to 30 people will be held in Woodstock, London, St. Thomas, Seaforth, Stratford, Owen Sound and Walkerton over the next two weeks. This is an opportunity for employees to discuss their thoughts and feelings about the South West CCAC frankly, and to have input on what our priorities should be. It's very important that all frontline staff attend. The sessions are being facilitated by an external consultant, KPMG and all information will be anonymous. As they say in a democracy, you can't complain later if you don't vote! Please tell us what's on your mind.

Participants will be asked:

- What do you see as the benefits of the merger?
The concerns?
- What worked well in your current location?
- What didn't work well?
- What changes would you like to see?
- What would you like to see stay the same?
- What support and tools do you need to do your work and resources and roles need to be in each location?
- Do you have other concerns, suggestions, ideas?

There will also be a follow-up electronic survey to gather any afterthoughts you may have.

Communications Update You'll be hearing from us!

When you're part of a large region that stretches from Tobermory to Lake Erie, communication is critical. The South West CCAC is developing a variety of ways to stay in touch with stakeholders across the region, including three newsletters. This newsletter, *Bringing Care Home*, is designed for CCAC staff and will be published monthly. A second newsletter, for care providers and healthcare partners, will be published every three months. We will also be producing a client newsletter twice a year. If you would like to be part of an editorial committee to discuss the content of these newsletters, please contact Michael Robbins at michael@segue.ca or Cate Patchett at cate.patchett@sw.ccac-ont.ca. We welcome any suggestions and/or contributions for these publications.

For health service information throughout the South West area go to www.thehealthline.ca.

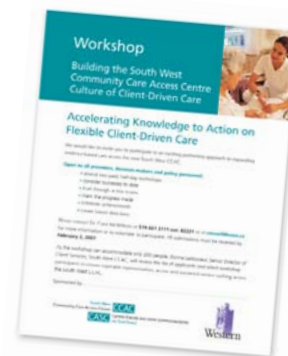
WORKSHOP

Building the South West CCAC culture of Client-Driven Care

Accelerating Knowledge to Action on Flexible Client-Driven Care

We would like to invite you to participate in an exciting partnering approach to expanding evidence-based care across the new South West CCAC. The workshop will take place on February 27, 2007 and is open to all providers, decision-makers and policy personnel.

Please contact Dr. Carol McWilliam at 519 661 2111 ext. 82221 or at cmewill@uwo.ca for more information or to volunteer to participate. All submissions must be received by February 2, 2007. As the workshop can accommodate only 200 people, Donna Ladouceur, Senior Director of Client Services, South West CCAC, will review the list of applicants and select workshop participants to ensure equitable representation, access and sustained service staffing across the South West CCAC.



COMMUNITY TIDBITS

The South West CCACs Management Secretary, Dorothy Geddes (St. Thomas office) and her husband, Al will be going to China (Jiangxi Province, south of Beijing) next week to bring home their newly adopted daughter Eryn Yuan Geddes. She is 14 months old (birthdate September 30, 2005). This has been a highly anticipated, two-year process and they can't wait to see what the future holds.

Ian Morrison's (London office) wife delivered their second daughter, Hailie Patricia Morrison on January 15, 2007 at 2:00 a.m. Hailie is strong and healthy and weighed 6 lbs 11 ½ ounces. Mom and baby are doing great and are expected home tomorrow. Congrats to Ian and family!

