



*Connecting you with care*  
*Votre lien aux soins*

**CCAC CASC**

Community  
Care Access  
Centre

Centre d'accès  
aux soins  
communautaires

# **North Simcoe Muskoka CCAC**

## **Annual Report**

**April 1, 2008 – March 31, 2009**

## Table of Contents

### **1.0 Key Messages from Board Chair/Executive Director**

Introduction/CCAC Background

Mission/Vision/Values

Order-in-Council Appointment Dates

### **2.0 Summary of Achievements**

### **3.0 Community Partnerships**

### **4.0 Financial & Statistical Information**

## 1.0 Key Messages from Board Chair & Executive Director

### Introduction/CCAC Background

The budget year, April 1, 2008 to March 31, 2009 was marked with significant accomplishment from a team of dedicated Board Members and Staff who worked in partnership with the North Simcoe Muskoka Local Health Integrated Network and numerous other providers to provide the best possible services for clients in North Simcoe Muskoka within available resources.

One of 14 provincial CCACs, North Simcoe Muskoka (NSM CCAC) spans an area of 9,200 square kilometres. The boundaries encompass the mid and northern portion of Simcoe County, the Muskoka area, and the communities of Craighleith, Feversham, Maxwell, and Badjeros in Grey County. More than 422,000 people live in the North Simcoe Muskoka region, and it is one of the fastest growing areas of the province.

NSM CCAC manages an annual budget of more than \$65 million for providing home care health services to residents of North Simcoe and Muskoka. On a monthly average, there are approximately 11,390 active clients on service. NSM CCAC provided 327,383 units of nursing services, 587,361 units of personal support home care visits, and 47,690 units of therapy during fiscal year 2008-2009.

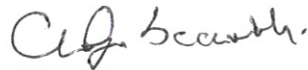
NSM CCAC was the first CCAC in the Province to replace the legacy software system for managing client interactions, Patient Master Index (PMI), with the new system being rolled out for all CCACs, Client Health and Related Information System (CHRIS). This system was implemented as planned on March 31<sup>st</sup>, 2008 and will be used in all CCACs by March 2010. We send our thanks to all staff who made this possible and who subsequently contributed their time and effort to improving CHRIS.

Significant work took place with our many contracted providers which resulted in enabling them to attract and maintain staff at a level that permitted us to spend all available dollars on client services. Despite these efforts, we still had extensive waitlists for services throughout the year. One of the key focuses for NSM CCAC during 2009-2010 will be to implement strategies that help us to provide more services and reduce the wait lists.

The accomplishments of our team and partners during the past year have been very significant and many are described in the body of this report. We encourage you to review the accomplishments and join with us in thanking the many dedicated people who devote their working lives towards helping you.

We are pleased to submit our annual report, and look forward to another year of serving the people of North Simcoe Muskoka with integrity, commitment, accountability, respect and excellence.

Sincerely,



Dr. Al Scarth,  
Board Chair



Bill Innes  
Executive Director

## Mission/Vision/Values

### Our Mission

Our passion is health; our strength is our people and partners; and our promise is compassionate care.

On a day-to-day basis we are:

- An easy to use gateway to information and high quality health services;
- An innovator seeking to optimize people's health, well-being and autonomy;
- An integrator partnering with others to reduce the barriers to access, respect diversity, and improve the care experience of people across the health care continuum;
- An employer of choice that believes in the remarkable capacity of our people to continuously learn and make a difference;
- An open communicator who promotes relationships, and;
- A steward of public resources that is openly accountable and contributes to a sustainable health system.

### Our Vision

To be recognized across the country as Centres of Excellence for integrative community services and health information by 2017.

### Our Values

Integrity

Commitment

Accountability

Respect

Excellence

## Order-in-Council Appointment Dates

### *Board Members*

Al Scarth (Chair).....October 18, 2006 to October 17, 2009  
Shelley Essaunce.....May 16, 2007 to May 16, 2009  
Robert Harris.....September 24, 2008 to October 23, 2009  
Catherine MacDonald.....October 25, 2006 to October 24, 2008  
(Reappointed October 25, 2008 to October 24, 2011)

### *Executive Director*

Bill Innes.....October 18, 2006 to October 17, 2009

This portion of the annual report summarizes the key achievements during the period of April 1, 2008 to March 31, 2009 at the NSM CCAC.

- The new Client Health Record Information System (CHRIS) was implemented on March 31, 2009 replacing the former Patient Master Index (PMI) system. All staff played a role in preparing for implementation, implementing, and the ongoing utilization of CHRIS. This has been one of the more significant accomplishments during the year and we are very appreciative of the effort that was extended by all. Your efforts led to NSM CCAC being the first CCAC to fully deploy CHRIS.
- Client Services, after extensive review and assistance from an outside consultant, implemented a new Client Services organizational model. This model promoted staff living and working in the same geographic area, locating staff in Family Health Teams with Physicians and in Community Health Centres. By having many staff working in one of the 5 LHIN geographic planning areas we intend to play a significant role in system integration. This redesign involved all NSM CCAC staff who dedicated their efforts and talents to a successful implementation.
- The annual hardware refresh project occurred in May 2008. This included 90 laptop computers, 62 desktop computers, 1 server and a several printers. NSM CCAC was able to assist a hospital partner by buying-out the end-of-lease desktop computers and reselling them to Muskoka Algonquin Healthcare (MAHC).
- Effective June 2008, NSM CCAC started using Electronic Funds Transfer (EFT) for payment of vendor and provider invoices. Over 90% of our recurring payees are on EFT.
- During July, the necessary configuration to enable the staff of the LHIN Regional CIO office to work within the NSM CCAC Barrie office location was completed. Being located within the NSM CCAC Barrie office enabled them to take advantage of the technology offered by the NSM CCAC/OACCAC including MS Communicator and Live Meeting.

- In October, a new Help Desk application called SMA (Service Management Application) was implemented. This application allows staff to submit a request for support, receive an e-mail receipt when the request is submitted, and to be notified when the issue is resolved.
- We developed and launched a single, integrated Information and Referral (I&R) solution in the North Simcoe Muskoka area with Community Connection. Information and Referral tools now available include a 7 day a week website, multi-lingual telephone helpline, online searchable directories, email and an on-line chat tool.
- NSM CCAC received funding for the Re-Act project from the North Simcoe Muskoka Local Health Integration Network under the Aging at Home Strategy. The Re-Act project is a telehealth home care delivery system for people living with chronic disease. Through wireless technology, clients have access to a nurse who is able to monitor their status and mediate compliance while providing assessment, support, information, and adjustments to their care plan.
- NSM CCAC received funding from the North Simcoe Muskoka LHIN for an Integrated Intensive Case Management Program (IICM) for seniors at risk of hospitalization or admission to Long-Term Care. This is an innovative and collaborative project between NSM CCAC, Muskoka Algonquin Healthcare, and the Algonquin Family Health Team's (AFHT) Geriatric Care Team (GCT).
- Patients with complex health needs can now access the most appropriate Complex Continuing Care beds through the new access system coordinated by NSM CCAC. This initiative, approved by the LHIN Board of Directors, will allow for the development of specialized centres at four hospital sites. While supporting the LHIN's strategic directions of using health care resources wisely, and ensuring the right care, in the right place at the right time, this strategy will ensure Complex Continuing Care patients have equitable access to the unique, transitional care they require, while increasing the number of acute care beds in the region.
- The NSM CCAC infection control working group is responsible for client infection control policies and procedure within the organization. This group in cooperation with the Simcoe Muskoka District Health Unit, and the North Simcoe Infection Control

Network (NSM ICN) continues to work towards developing specific infection control policies for the organization.

- Sponsored by the North Simcoe Muskoka Emergency Response Planning Committee and its working group, six mandatory infection control education sessions were provided by the NSM ICN utilizing the Ontario Telemedicine Network hardware and software to provide concurrent education sessions for our staff at the Huntsville and Barrie offices. The focus of the education sessions was on hand hygiene and routine practices. The NSM ICN will be annually offering the NSM CCAC and its contracted service providers two infection control education sessions per year.
- The Emergency Response Planning Committee and its working group have completed several event responses: loss of phone system, loss of power, and hospital evacuation to an alternate site for Royal Victoria Hospital. The Evacuation of Clients in the Community scenario plan was revised (based on the debriefing from evacuations in the community during the past year). NSM CCAC has also completed a table top test of an emergency response scenario where the telephone system in the Barrie office ceases to operate.
- We continued to distribute our quarterly e-newsletter, Partners, to a broad section of the health care community. This newsletter is designed to share useful information to the health community in their efforts to work together for the benefit of North Simcoe Muskoka residents.
- Internal communication practises consisting of our weekly newsletter, News Simply Matters, continues to provide weekly updates and information to staff, board members, and the North Simcoe Muskoka LHIN.
- NSM CCAC Board, Management, and Staff provided leadership within the health care sector via presentations, conference addresses, consultation, and involvement at numerous regional and provincial forums
- This year, the NSM CCAC was able to raise \$3,583.53 for the United Way of Greater Simcoe County through our activities and payroll deductions. These funds were

donated to the United Way to help those most in need in our community.

- A team of 25 paddlers comprised of staff and relatives of NSM CCAC participated in the 2008 Dragon Boat Race; the team won the Grove Park Home Wellness Challenge Cup. The team hosted several activities and raised \$2,101.80, all of which was donated to the North Simcoe Muskoka CCAC Care Fund.
- We amalgamated (and closed) three offices in Muskoka into one new facility in Huntsville. The official opening ceremony for the NSM CCAC Huntsville office was marked with speeches from provincial, municipal, and local dignitaries.
- A smoke-free property policy was implemented at the NSM CCAC Barrie location in cooperation with the Simcoe Muskoka District Health Unit.
- NSM CCAC's Senior Director of Strategic Planning & Integration was seconded as the Project Lead for the North Simcoe Muskoka LHIN Emergency Department/Alternate Level of Care (ED/ALC) project for 3 months.
- A Reward and Recognition Program, which is aligned with the organization Values and Mission, was initiated. This program included two Board of Director Bursaries, one for eligible staff and one for a child of a staff member.
- We have devoted considerable resources to recruitment and retention, which included attending and holding numerous job fairs, expanding recruitment initiatives, providing a comprehensive orientation and expanding the reward and recognition program.
- We hosted a Staff and Board Recognition Day at the YMCA Geneva Park based on a "Customer Experience" theme. On the agenda were educational sessions related to the internal and external customer, and provided the opportunity to recognize the achievements of staff and board members.
- In response to the top priority of the employee engagement survey, a performance and accountability program was developed and implemented. This included an attendance management program which has resulted in a noticeable decrease in the

number of days absent across the organization.

- Awareness of Wellness events and information was provided throughout the year to staff via News Simply Matters. Additional information and facts were provided to staff on Dietician Month, Heart Month, Family Day Activity Planning, Skin Cancer Awareness, Cancer Month, and National Non-Smoking Week. Staff were also offered discount rates for Horseshoe Resort skiing and golf memberships, as well as discounted tickets for Toronto Blue Jays baseball games.
- The CCAC Client Care Coordinators continue to play a key role as system navigators. This is important as more focus is directed on the needs of individuals in the community as well as individuals with chronic illnesses.
- Two Care Connector roles in the NSM CCAC were established in order to facilitate the Health Care Connect program initiated by the Ministry of Health and Long-Term Care. The program was implemented as a means to provide access to physicians and/or nurse practitioners for more Ontario residents, an objective of the provincial government.
- North Simcoe Muskoka CCAC implemented the Care for the Caregiver program in order to assist Caregivers. We were able to raise \$30,000 which enabled us to provide 100 Caregivers with \$300 each. We continue to seek donations for the Care for the Caregiver program and aspire to raise enough funds to support many more Caregivers in North Simcoe Muskoka during 2009-2010.
- NSM CCAC Participated in "Take Our Kids to Work Day", a national program of The Learning Partnership. We had four grade nine students join the NSM CCAC Barrie office staff for the day.
- NSM CCAC was acknowledged for achieving Level 1 in the National Quality Institutes Progressive Excellence Program (NQI PEP).
- A variety of mobile meeting and videoconferencing tools were deployed and made available for staff to facilitate remote attendance of meetings throughout 2008-2009. Among the available tools are the Ontario Telemedicine Network (OTN)

videoconferencing, Microsoft Roundtable videoconferencing and Microsoft Communicator. Microsoft Communicator is a computer application that enables instant messaging, voice and/or video communication between 2 or more attendees.

- A significant project to transition all content on the Intranet into SharePoint sites has begun. Client Services team sites have been created and migrated, and a number of Corporate Services sites have also been completed by year end.
- All policies and procedures were reviewed and have been archived or updated and included in the NSM CCAC Policy and Procedure Manager Software.
- A new workstation security application, Pointsec Security, was deployed to all computers within the NSM CCAC network. It ensures data encryption of any information stored locally on the laptop or desktop and would protect client data stored on a laptop that may be in transit. Installation of this security application also enables future deployment of corporate applications such as off-line capabilities for the client database so that information is easily accessible while working outside the office environment.
- The “Teleworker” capability of the VoIP phone system was leveraged extensively to enable NSM CCAC office telephone sets to be deployed to home offices – providing home office staff with the full capabilities of the office phone system, including accessibility to all NSM CCAC staff through their four digit extension.
- The Home Office pilot in Muskoka was initiated. This pilot project provided valuable information in the finalization of a policy and procedure for deployment of staff to home office. Subsequently, Home Office deployment commenced in the winter of 2008. IT Services facilitated the required testing and training for a number of Client Services staff to ensure full functionality in the home setting. Just over 30 staff were trained and tested on their ability to setup and configure the necessary hardware (computer, printer, VoIP phone, etc.) and use it in a home office environment. There is a high degree of job satisfaction reported by those working in a home office setting and increased time spent with clients.

Community partnerships are a notable strength of the North Simcoe Muskoka CCAC. Management and staff lead and participate in numerous local committees and working groups in order to understand and mitigate health system pressures as well as to implement system changes to improve the continuum of care. Improved client care is always at the forefront.

In keeping with our four strategic directions, our Progress through Partnerships efforts focused largely on the following organizations and efforts:

- Participated actively in all LHIN Regional Action Groups.
- Continued to evolve partnerships with Emergency Response Coordinators in Simcoe and Muskoka on Emergency Planning.
- Held All Service Provider Agencies meetings quarterly to keep providers up to date on current issues.
- Distributed our quarterly newsletter, *Partners*, to a broad section of the health care community.
- Continued to donate hundreds of pounds of non-perishable food items to the Barrie Food Bank.
- Implemented Re-Act which is an innovative technology initiative funded through the North Simcoe Muskoka Local Health Integration Network (LHIN). The initiative is a partnership between the North Simcoe Muskoka CCAC, We Care Home Health Services, and Healthyanywhere (a division of IgeaCare) that will help residents with chronic diseases monitor their health using wireless technology.
- Actively utilized our Speakers Bureau throughout the community to provide quality presentations and information to partners and organizations seeking further information. These speaking engagements improved the community and general public's awareness and understanding of the variety of services we offer.

- Engaged Community Support Service Agencies in discussions designed to improve our knowledge of each other, which will able us to work better together.
- Initiated two FLO projects, one with Muskoka Algonquin Health Care and one with Collingwood General and Marine Hospital in an effort to improve the flow of patients in the hospitals.
- Assisted several agencies with back office functions, particularly in the finance area.

Show below is a breakdown of our service expenditures, stating the type of service expenditure, number of clients serviced, and the dollar amounts.

| <b>Service Expenditures</b> | <b>Dollars</b>    | <b>Number<br/>of Clients<br/>Served</b> |
|-----------------------------|-------------------|-----------------------------------------|
| Personal Support            | 15,839,039        | 4,443                                   |
| Nursing - Visiting          | 14,116,391        | 10,260                                  |
| Nursing - Shift             | 3,048,780         | 265                                     |
| Occupational Therapy        | 1,895,461         | 3,060                                   |
| Physiotherapy               | 1,772,541         | 2,865                                   |
| Speech                      | 1,269,057         | 1,276                                   |
| Social Work                 | 457,646           | 544                                     |
| Nutrition                   | 257,837           | 506                                     |
| Respiratory                 | 28,749            | 17                                      |
| Total                       | <u>38,685,501</u> | <u>23,236</u>                           |

The following attached document is the North Simcoe Muskoka CCAC's Financial Statement for the year ending March 31, 2009.