

Erie St. Clair Community Care Access Centre
2010-2011 Annual Report to the Community

Accountability and Transparency Accountability and Transparency
Quality Client Services Quality Client Services Quality Client Services
Improvement and Innovation Continuous Improvement and Innovation
Supporting Our Staff Supporting Our Staff Supporting Our Staff
Learning and Growth Learning and Growth Learning and Growth
Partnering with Our Communities Partnering with Our Communities
Accountability and Transparency



Erie St. Clair

CCAC CASC

Community
Care Access
Centre

Centre d'accès
aux soins
communautaires
d'Érié St-Clair

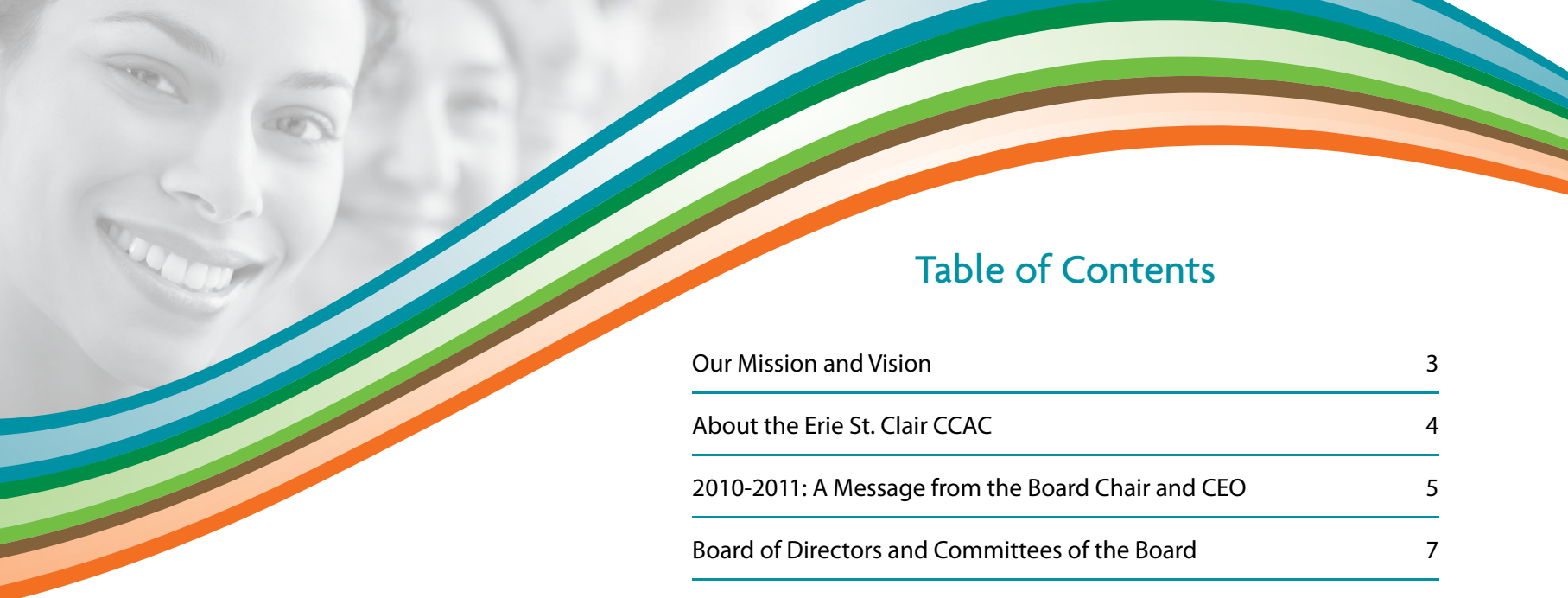
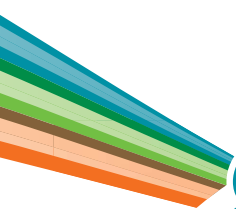


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Our Mission and Vision Statements



Our Mission:

To deliver a seamless experience through the health system for people in our diverse communities, providing equitable access, individualized care coordination and quality health care.

Our Vision:

Outstanding care – every person, every day.



What is the Erie St. Clair Community Care Access Centre?

The Erie St. Clair Community Care Access Centre (CCAC) is one of 14 community-based, independent health care agencies funded by the Ministry of Health and Long-Term Care through the Erie St. Clair Local Health Integration Network.

**We connect you with the health care you need.
Our objective is to help you to:**

- Remain at home while managing your health
- Avoid hospital admission
- Access support upon discharge from hospital
- Explore Long-Term Care options when it becomes too difficult to live independently in your home.
- Access local community support services and health care information.

Services provided through the CCAC include Case Management, nursing, personal support, physiotherapy, occupational therapy, speech-language therapy, social work, and nutritional counselling.

Services are planned and coordinated by one of our trained professionals – a CCAC Case Manager.

The CCAC provides the residents of our communities with a number of services right in their homes. These services are delivered by health care providers who have successfully completed a rigorous quality review and who are under contract to provide services to the public on behalf of the CCAC. As the primary resource for quality health care information, our Case Managers may also recommend other services such as meal programs, support groups and other resources that are available in the community. We at the CCAC consider our agency to be a critical point of integration for health care resources and information in our community. We fulfill this role by prioritizing partnerships with our local hospitals, interest groups, agencies and local governments.



2010-2011: A Message from the Board Chair and CEO

The Erie St. Clair Community Care Access Centre is everywhere in our community. We provide care in each County and Municipality across our region. We are in each hospital, we are involved with countless community support services, and we provide care to 1 out of every 18 residents who live in Chatham-Kent, Windsor-Essex and Sarnia-Lambton.



As our population ages and the demands of our community continue to grow, we at the CCAC will persist in our work to ensure that we remain partners in care with community resources, families, physicians and other health care professionals. With nine locations in Erie St. Clair, employing over 400 staff members working in thousands of homes, in hospitals and with other agencies, the CCAC is truly at the heart of community care.

In the last year, key attributes of our work were the extension of the services we provide in collaboration with the rest of the health care system. We truly believe that when care is provided in a collaborative setting – it is, simply put, better care. The foundation of the care we provide is based entirely on a holistic approach. Our Case Managers use a comprehensive assessment to analyze the care needs of individuals who present to the CCAC for care and assistance. It is a conversation. This approach is mirrored in our work in our community in our prioritization of our collaborative partnerships. Our approach – whether for providing care, initiating new programs or solving the care challenges of the community – begins with a simple question: Whom else do we need at the table?

Continued on page 6

The health care system in our region is large, with countless different services, agencies and sources of information. Navigating this system can be a challenge at the best of times, and we at the CCAC understand that clients and families are rarely at their best when they need our services. We believe it is the role of the CCAC to continue to be the starting point for our residents. A starting point for health care information. A starting point for health care services. A starting point for resolving health care problems.

In the 2010-2011 Annual Report to the Community, our focus is on providing you with information about the work the CCAC has been doing in our wonderful communities that comprise Erie St. Clair. You will read about innovative projects, how we support our staff, our commitment to quality and our financial position. Clearly, this report is not able to provide a complete picture of our organization; however, we would like you to view it as an invitation to contact the CCAC. Our door is always open. Thank you for your interest.



Betty Kuchta

Betty Kuchta

Chief Executive Officer



Rose Scott

Rose Scott

Chair, Board of Directors

Board of Directors and Committees of the Board

The Board is responsible for succession planning and continually recruits members from the community. Board meetings are open to the public; meeting dates and times are posted on our website at www.esc.ccac-ont.ca.

Board of Directors

Rose Scott, Chair
William Baker, Vice Chair
(resigned November, 2010)
Barbara Bjarneson
(resigned February, 2011)
Jeewen Gill
James Greenway
Heather Haines
Martha Knight
Catherine Luxton
Scholastica Lyanga
(resigned November 2011)
Esdras Ngenzi
(resigned March 2011)
Gordon Simmons, Treasurer
Shannon DeBacker
(elected to the Board
September 2010)

Audit

James Greenway, Chair
Jeewen Gill
Catherine Luxton
Rose Scott *

Finance

Gordon Simmons, Chair
James Greenway
Esdras Ngenzi
Rose Scott *

Committees

Governance

William Baker, Chair
(resigned November, 2010)
Barbara Bjarneson
(resigned February, 2011)
Jeewen Gill
Shannon DeBacker, Chair
(effective February, 2011)
Heather Haines
Martha Knight
Rose Scott *
Gord Simmons

Quality

Barbara Bjarneson, Chair,
(resigned February, 2011)
Mary Lou Braekevelt **
Anna Maria DeCia **
Heather Haines
Catherine Luxton, Chair
(effective March, 2011)
Martha Knight
Rose Scott *

* Ex-Officio

** Community Representatives

Quality Client Services

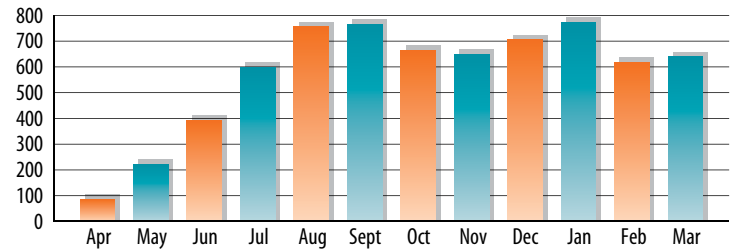
Quality is the underlying focus of our day-to-day operation, of each initiative we undertake, of each hour of care we provide. It is impossible to capture all of our quality initiatives in this report. The following section provides several snapshots that illustrate the quality care that we are providing in Erie St. Clair.

The Erie St. Clair CCAC has released the 3rd Annual Quality Report, complemented by a new video featuring client testimonials and messages from our Board Chair and CEO. These can be accessed at www.esc.ccac-ont.ca.

Number of Emergency Room Visits Avoided and Projected Savings

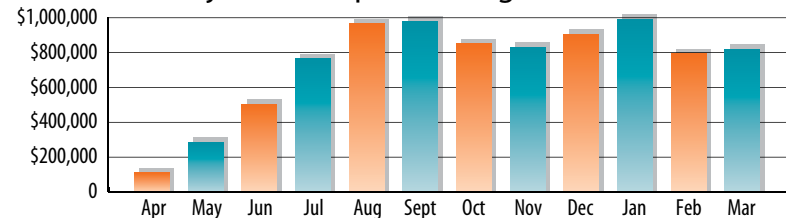
Working with our clients and partners in the community, we aim to provide the best care in the home when it is medically possible and in accordance with the wishes of our clients and their families. By intervening in the care of an individual in the community, we oftentimes benefit due to avoidance of a hospital visit. This is beneficial for the client, who is permitted to stay in the home, and for local hospitals, who will incur savings. The following tables illustrate the number of ER avoidances we have measured over the course of the year and an estimate of hospital savings across the region. An ER avoidance is measured based on the medical assessment of the client, and a determination is made whether an ER visit would likely have occurred had the CCAC not provided an intervention.

Number of ER Visits Avoided – 2010-2011



Total Number of ER Visits Avoided – 6,872

Projected Hospital Savings – 2010-2011



Projected Total Hospital Savings – \$8,796,160

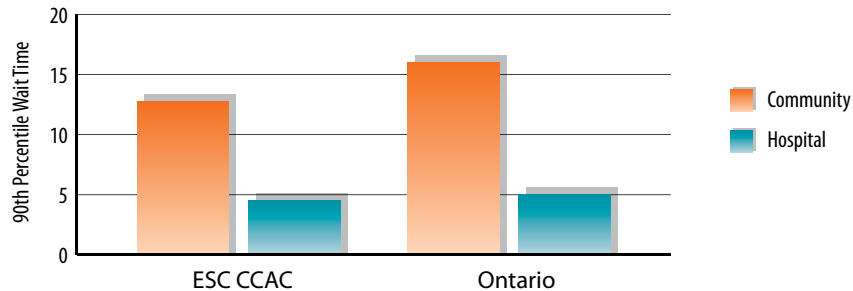
Quality Client Services

Wait Times

In 2010-2011, the Erie St. Clair CCAC had lower than average provincial wait times. For those clients referred from the community to the CCAC, the wait time was 12 days, compared to the Ontario average of 16 days. For those clients referred from the hospital, the wait time was 4 days compared to the Ontario average of 5 days.*

* Access to community care services through Community Care Access Centres (CCAC) is measured based on the amount of time an individual would wait "from application to first assessment" and "from assessment to first service."

Application to First Service Wait Time
– 90th Percentile – 2010-2011



Quality Client Services

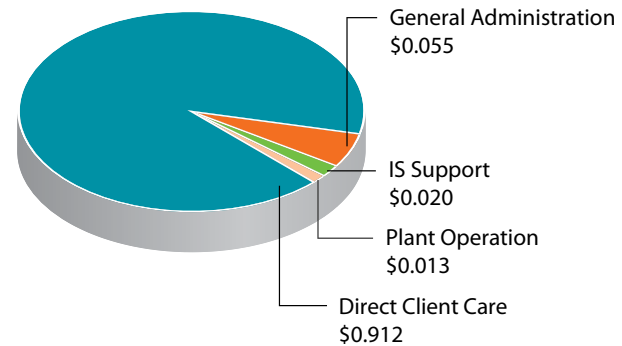
Client Care

The community sets a high standard for the care they would like the CCAC to provide, and similarly, a high standard is set for the use of each tax payer dollar we spend to provide this quality care.

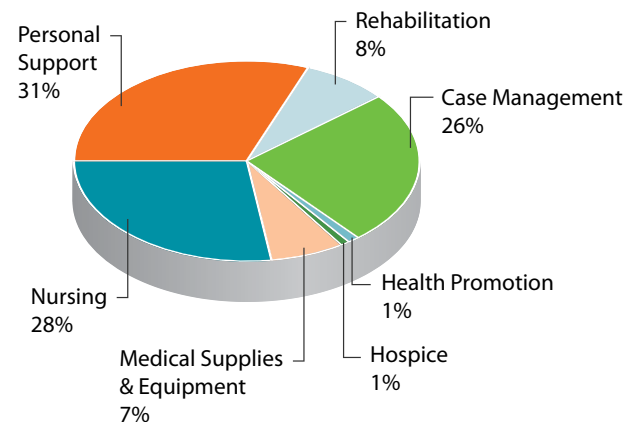
As the chart on the right demonstrates, nearly \$0.92 of every dollar in our budget is committed to providing care for the residents of Erie St. Clair.

Client Care Costs make up over 90% of our budget. These are costs directly linked to providing care to clients. The chart on the right outlines the distribution of client care costs. As the chart below demonstrates, the majority of client care costs are committed to providing support in the home, through nursing and personal support services.

Cost Breakdown per Dollar Spent



Client Care Costs



Accountability and Transparency

The Erie St. Clair CCAC believes that the public has a right to access information about the CCAC. Whether it is information about our finances, priorities and planning or the work of our Board of Directors, we place a wealth of information at the public's disposal on our corporate website. Requests brought to our attention are handled in a timely fashion on a regular basis.

Public Communication of our Strategic Priorities

Beginning in 2010 and extending into 2012, the Erie St. Clair CCAC has created 41 priority projects. Each of these priorities is linked with the Strategic Plan 2010-2013. We believe that one of the best means of providing accountability and ensuring public awareness of the progress of their CCAC is to report, on a quarterly basis, the results of our work. These priorities are the means by which our organization is held accountable by our community Board of Directors.

The 'Snapshot' is an outline of 20 priorities that we believe will be of interest to the community. The Snapshot will be updated each quarter, beginning in October 2011, as projects are completed and initiatives come to a close.

The Snapshot is available on our website at **www.esc.ccac-ont.ca**.



Accreditation

Accreditation is a process that grants recognition to organizations that meet specific national and international standards for providing quality services.

Being accredited will be evidence that the Erie St. Clair CCAC is dedicated to improving efficiency, effectiveness, financial health and excellence in service delivery.

This year, we have begun the pursuit of Accreditation with CARF Canada, the Commission on Accreditation of Rehabilitation Facilities. CARF is an international accrediting body in the field of human services. Their mission is to promote quality and optimal outcomes of services that enhance the lives of the people served by their accredited organizations.

The accreditation process is a process that involves all staff at the CCAC as we review our processes, finances, how we deliver our services and how we measure our successes and meet challenges.

This process takes a number of years, and the CCAC expects its accreditation to be completed in June, 2012.

Partnering with Our Communities

A healthy community care system is not the result of work of a single agency, but the result of a community working together. The CCAC strives to create lasting partnerships as we strengthen current programs and develop new ones.

CA2 – Community Agency Access

Launched in June 2010, the Erie St. Clair CCAC Community Agency Access (CA2) tool is an agency referral process for any CCAC client (registered or non-registered) who makes an inquiry or demonstrate a need for community support services provided by one or more agencies in the network. The consenting CCAC client (registered or non-registered), in addition to being provided with the information needed to make a self-referral, is provided with the option of having agency staff make an agency referral on the client's behalf. The referral directly links the individual with an appropriate service provider.

The CA2 has simplified how community agencies in Erie St. Clair receive referrals from the CCAC, and has provided a number of benefits, including improving client navigation, and ensuring that residents who require service do not fall through the cracks.

To date, the CA2 referral tool has referred over **1800** individuals to local programs for service.

Partnering with Our Providers

Our commitment to quality service and meeting the needs of our community is directly linked to our providers. The CCAC holds service contracts with numerous care, supply and equipment providers in our region.

Through open and regular communication and a mutual ongoing commitment to process improvement and best practices, we continue to partner with our providers to provide effective treatment in a community based team environment.



Partnering with Our Communities

Our Contracted Service Providers

Nursing

- Bayshore HealthCare
- ComCare Health Services
- ParaMed Home Health Care
- Saint Elizabeth
- VHA Home Healthcare
- Victorian Order of Nurses

Occupational Therapy

- Community Care Therapy
- John McGivney Children's Centre
- Pace Homecare Services Inc.*
- Sunnyside Rehabilitation Services
- Susan Schaafsma
- Victorian Order of Nurses

Speech/Language Therapy

- Community Care Therapy
- John McGivney Children's Centre
- Karine Pepin
- Pace Homecare Services Inc.*

Personal Support and Homemaking

- Bayshore HealthCare
- Canadian Red Cross
- ComCare Health Services
- ParaMed Home Health Care
- Saint Elizabeth Health Care
- Victorian Order of Nurses
- Walpole Island First Nations – Home and Community Care Program

Physiotherapy

- Community Care Therapy
- John McGivney Children's Centre
- Pace Homecare Services Inc.*
- Sarnia-Lambton Physiotherapy

Social Work

- Hospice of Windsor and Essex County
- Pace Homecare Services Inc.*

Medical Supplies

- ConvaTec
- Medical Mart
- KCI Medical Canada
- Canada Care

Medical Equipment

- KCI Medical Canada

Infusion Therapy

- Rexall Specialty Pharmacy
- Hogan Pharmacy

Nutritional Counseling

- Nutritional Management Services

* Formerly *Physical Relief Health Care Services*. Known as Pace Homecare Services, Inc. effective January 6, 2011.

Supporting Our Staff

Over 400 staff are employed at the CCAC. Our employees are located in multiple sites across our catchment area and are heavily mobile. Providing communication and support to CCAC staff is essential to ensure that they have the resources and tools to be at the leading edge of community care. Frontline and administrative staff are the most important assets to the CCAC. Engaging in a constant dialogue with employees and providing a means for consistent skills training and upgrading are cornerstones of our support for our staff.

Staff Engagement – ‘You Need to Know’

Over the course of the last three years, the CCAC has been modifying a digital employee communication tool that will allow staff input of suggestions, compliments and concerns. The tool, known as ‘You Need to Know,’ is programmed directly into the internal intranet of the CCAC, providing all staff with access. Once submissions are received, they are triaged by an appointed staff member, and subsequently sent to the appropriate program manager for a response or resolution.

The objective is for 100% of all submissions to be provided with a response, which will be published for all staff to review. In the last year, the ‘You Need to Know’ tool has averaged 26 responses per quarter.



Supporting Our Staff

Ongoing skill development – Learning Management System

Our staff strive for continuous professional improvement. We are proud to support their endeavours by offering the CCAC Learning Management System (LMS). This System is an online learning application platform for self-paced e-learning courses. This revolutionary training and educational tool is available free to every employee through the Erie St. Clair CCAC's internal intranet. The LMS learning system augments our current educational strategies by providing over 400 hands-on, interactive training modules on a variety of topics such as:

- **Soft Skills and General Interest**

- Time Management
- The Art of Active Listening

- **Management and Leadership**

- Managing Team Conflict
- Leading Teams

- **Legislature and Procedure**

- WHMIS Training
- Bill 168 Training

- **Business Applications**

- Microsoft Office (Excel, PowerPoint, Outlook)
- Writing for the Business professional

Since the launch of this learning program in November 2010, through to March 31, 2011, over 200 courses have been successfully completed by employees.





Focus on Continuous Improvement and Innovation

For the Erie St. Clair CCAC, improvement and innovation are based on positive outcomes for our clients and residents. The following are several examples of leading-edge programs led by the Erie St. Clair CCAC that have translated into tangible results for our clients and our community.

Assess and Restore / Resettlement

Assess and Restore and Resettlement are two programs that support early hospital discharge of patients who are designated as receiving Alternate Level of Care (ALC). This means that these patients are in a hospital bed, and currently waiting for an alternative to their current placement (which could be placement at a Long-Term Care home, for example). These programs are collaboration between the CCAC and Windsor Regional Hospital, Leamington District Memorial Hospital and Hotel-Dieu Grace Hospital.

Patients are identified by CCAC Case Managers as potential candidates for these programs, and if they are assessed as eligible, they are then provided with enhanced service plans. The objective of these enhanced service plans is to create an environment in the home that will allow the client to become stable, and to promote independence. Essentially, a high intensity of service is provided initially, and this is eventually reduced as improvements in client health occur.

In the last year, 247 clients were admitted to the Resettlement program, with an average length of stay on service of 66 days.



Finances

The needs of the community will vary from month to month. Combined with a trust in the CCAC to lead regional initiatives, managing our financial health is essential for maintaining reliable care of the highest quality. The audited financial statements of the CCAC can be found on our website at **www.esc.ccac-ont.ca**.

The CCAC is in the process of reviewing how we deliver care. This involves the development of new care models, and working with our partners to determine how to meet the growing needs of the community to make the best use of valuable tax dollars.



FINANCES – ERIE ST. CLAIR COMMUNITY CARE ACCESS CENTRE

Statement of Operations for the year ended March 31, 2011

	2011	2010
REVENUE		
MOHLTC Provincial Grant—Base Allocation	\$ 106,118,025	\$ 101,285,135
MOHLTC Provincial Grant—One-time Funding	3,261,076	1,598,803
External recoveries	467,519	626,450
Bank interest	71,839	55,885
Aging at Home	3,067,406	2,116,069
Amortization of deferred capital contributions	356,466	263,435
Undistributed marketed services	–	413,083
	113,342,331	106,358,860
EXPENDITURES		
Program		
Administrative and support services	9,999,975	8,463,084
Community and social services (patient care)	102,794,202	93,905,339
Health promotion and education	405,237	274,233
	113,199,414	102,642,656
Other		
Undistributed marketed services	–	413,083
	113,199,414	103,055,739
EXCESS OF REVENUE OVER EXPENDITURES (EXPENDITURES OVER REVENUE)	\$ 142,917	\$ 3,303,121

Feedback

At the Erie St. Clair CCAC, we believe that we cannot provide the best quality of care unless our community and our partners are kept informed and engaged.

If you have any questions about our 2010-2011 Annual Report to the Community, or would like to request copies, please call **519-436-2222** or email us at **engagement@esc.ccac-ont.ca**.

Copies may also be requested by writing to:

Communications Department
712 Richmond Street, P.O. Box 306
Chatham, Ontario N7M 5K4

A digital copy of this report can be accessed at
www.esc.ccac-ont.ca.





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Erie St. Clair Community Care Access Centre

Connecting you with care