



Erie St. Clair Community Care Access Centre

Annual Report to the *Community* 2011 - 2012





Table of Contents

Our Mission & Vision 2

About the Erie St. Clair CCAC 3-4

Message from the Board Chair & CEO 5-6

Board of Directors & Committees of the Board 7-8

Quality Client Services..... 9-10

Accountability & Transparency 11-12

Partnering with our Communities..... 13-14

Supporting our Staff..... 15-16

Our Finances 17-18

Focus on Continuous Improvement & Innovation..... 19

Engagement & Feedback 20



Our Mission & Vision

Our Mission represents our commitment to each and every resident of our region, be they clients, caregivers, or stakeholders. Our Vision describes the goal we hope to achieve with every individual we serve.

Our Mission:

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

Our Vision:

Outstanding care –every person, every day.





About 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. Over the last year, the CCAC has offered care to over 37,000 residents in our region and provided advice, information, and peace of mind to thousands of others.

The CCAC has three core areas of responsibility to the public:

- Manage assessment and placement into Long-Term Care in our region.
- Conduct assessments to establish the care needs of all individuals referred to the CCAC.
- Serve as a system navigation leader for all healthcare and support service-related information in our community.

The objective of our care team is to allow residents to remain in the home with greater independence, avoid hospital admission, access support services in the community, and, when necessary, explore Long-Term Care options when it becomes difficult to live independently at home.

Case Management is at the centre of the services provided by the CCAC. Case Managers at the CCAC are qualified health professionals who interact with the public and provide care on a daily basis through health assessments, professional advice, and health-related information.

“Over the last year, the CCAC has offered care to over 37,000 residents in our region and provided advice, information, and peace of mind to thousands of others.”

The CCAC offers a variety of services in the community, including nursing, personal support, physiotherapy, occupational therapy, speech/language therapy, social work, and nutritional counselling. All of these services are planned and coordinated with our clients through a CCAC Case Manager.

There is a vast array of services in the community. Whether one is seeking information on community programs, preventative measures related to health conditions, or managing a health crisis, the CCAC and our medical staff are a primary resource in Erie St. Clair. The Erie St. Clair community is rich in healthcare resources, including meal programs, support groups, day programs, housing options, and primary care.





Message from the Board Chair & CEO

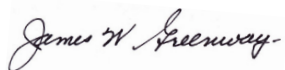
For the past 15 years, the Community Care Access Centre has been an integral part of our community. Establishing a network of care, resources, and information for our seniors, caregivers, schoolchildren, and stakeholders, the CCAC continues to innovate to provide the best care for each tax dollar. As the demands of the community continue to grow, we work harder to provide quality care, full accountability and transparency to the public, and a concrete commitment to maintaining our leadership in health system integration.

The frontline staff at the Erie St. Clair CCAC number among the most knowledgeable healthcare practitioners in the region. Through years of experience and cutting-edge tools, our healthcare staff offer top-of-the-line medical care to thousands of our residents on a daily basis. Our dedicated staff are not only leaders in the provision of medical care in the community, but they are also experts in the resources available in the entire region.

Over the last year, the CCAC has faced a number of challenges in the community as we have focused on meeting increasing demand in this climate of austerity. It is important to note that the nature of the need for healthcare cannot consider austerity. Indeed, despite this climate, the CCAC has provided quality service to over 37,000 residents of our region, which shows an increase of over 2,000 clients more than the previous year. One measure of our success has been the decline in administrative costs and the provision of more resources to frontline care demands.

In 2011 and 2012, the CCAC increased its collaboration with our partners through the tremendous success of the Home First program. This program provided hundreds of local residents with the opportunity to receive restorative care in the home rather than decline in a hospital bed. Also, the Erie St. Clair CCAC continued to build on its excellent reputation through our work with the Palliative Care Consultation Team. This specialized team was awarded the Cancer Quality Award from the Cancer Quality Council of Ontario, Cancer Care Ontario, and the Cancer Society. We continue to forge partnerships founded on innovative ideas, thereby creating new means of delivering efficient and high-quality care.

In the 2011–2012 Annual Report to the Community, you will read about new initiatives in the community and how we are rising to meet the growing demand for care in these challenging times. You will also read about our ongoing commitment to transparency and accountability to the public that funds the care services we provide. Finally, we wish for you to experience our steadfast commitment to an open door. As a community agency, we welcome each and every one of you to learn more about the CCAC so that we may learn how to better serve you.



James Greenway,
Chair, Board of Directors



Betty Kuchta,
Chief Executive Officer



Left to right: James Greenway and Betty Kuchta

Board of Directors & Committees of the Board

The Board of Directors are representatives from across Erie St. Clair who generously volunteer their time to serve the local community. Board meetings are open to the public. Minutes from past meetings and meeting dates, as well as board recruitment information, can be found on the CCAC website at www.esc.ccac-ont.ca

The Board of Directors is responsible for overseeing the financial viability, executive performance, and strategic goals, and for ensuring the achievement of high quality performance in the care provided by the CCAC.

Board of Directors 2011–2012

James Greenway, Board Chair

Gordon Simmons, Vice-Chair, Treasurer

Betty Kuchta, Chief Executive Officer, Secretary

Daniel Arbour (resigned June 2012)

Kathryn Biondi*

Walter Copeland*

Robert Dye

Jeewen Gill

Jennifer Hill*

Marshall Kern*

Martha Knight

Cathie Luxton

Warren Reinisch*

*New Board Members elected at the Annual Meeting, September 29, 2011.

Committees

Audit Committee:

Robert Dye (Chair), James Greenway (Board Chair, ex-officio), Cathie Luxton, Kathryn Biondi, Warren Reinisch

Finance Committee:

Gordon Simmons (Chair), James Greenway (Board Chair, ex-officio), Warren Reinisch, Walter Copeland, Jennifer Hill

Governance Committee:

Martha Knight (Chair), James Greenway (Board Chair, ex-officio), Gordon Simmons, Jeewen Gill, Marshall Kern

Quality Committee:

Cathie Luxton (Chair), James Greenway (Board Chair, ex-officio), Daniel Arbour, Robert Dye, Martha Knight, Marshall Kern, Walter Copeland
(no community representatives at this time)

Quality Client Services

The Erie St. Clair CCAC has released the 4th Annual Quality Report. Each year, a particular focus is chosen. In this edition, the CCAC has focused on our clients. The report, which can be accessed at www.esc.ccac-ont.ca, includes a profile of several individual clients and their experiences with the care they have received.



Community
COPD
Teams

Each member of the CCAC staff is dedicated to the delivery of quality client service. Given the tremendous efforts aimed

at quality at the CCAC, this topic offers many significant stories to tell. Our brief report could not possibly reflect all that is undertaken in this quest. Instead, this section of the annual report will touch on one single initiative that illustrates the commitment of the CCAC to push for new solutions and innovative ideas for providing higher quality care.

Over the last year, the CCAC has been a leading partner in the development of the Community COPD Teams. These are specialized teams designed to manage care for local residents who are affected by Chronic Obstructive Pulmonary Disorder. Our region's residents are impacted by the highest rates of COPD in Ontario. The COPD Teams are teams of local specialists that standardize the treatment process for patients who require care, making the care seamless between the services provided in the hospital and those offered in the community. In

addition, the COPD Teams are connected to the other CCAC teams—the Palliative Care Consultation and Geriatric Rapid Response Teams. The vision of the COPD Teams is to improve a better quality of life

“ *Each member of the CCAC staff is dedicated to the delivery of quality client service* ”

for residents of Erie St. Clair through the provision of knowledge, tools, and skills for self-management, thereby reducing healthcare utilization and creating preventative strategies to lower rates of COPD incidence in our area.

The Community COPD Teams represent a partnership between the Erie St. Clair CCAC, the Rapids Family Health Team, the North & West Lambton, and Grand Bend Area Community Health Centres.





Accountability & Transparency

The Erie St. Clair CCAC places a high value on providing our clients, caregivers, the tax-paying public, and stakeholders with as much information as possible about how we are managed. Our strategies and organizational and financial decisions—right down to our day-to-day operations—affect the care that is provided in the community. We take seriously the responsibility we have been given to make decisions about the care services we provide in our region. These decisions and services are intricately linked with the annual tax dollars we receive. In this section, we describe how our expenditures are broken down on a per-dollar basis and how our total care dollars are distributed among the different services provided in the community.

The Erie St. Clair CCAC is constantly working to reduce administrative costs and drive more dollars to the frontline. The CCAC is an efficient organization; this year, more than \$0.92 of every dollar went directly to the provision of care, as shown in Figure 1. This represents an increase over last year's figure allotted to client care at \$0.91, which was

achieved through our constant work to reduce waste and unnecessary costs.

The significant amount of client care provided by the CCAC in our community is divided among a number of services, as illustrated by the Figure 2. Over 92% of the CCAC budget is committed to client care. Personal support and nursing services make up a significant majority of the services

“We take seriously the responsibility we have been given to make decisions about the care services we provide in our region.”

provided in the home. In addition to care, the CCAC provides medical supplies to clients who are receiving care. Also, the CCAC is a significant partner with the Hospice of Windsor and St. Joseph's Hospice in Sarnia, providing each organization with the majority of their annual operating budgets.

COST BREAKDOWN PER DOLLAR SPENT: 2011 - 2012

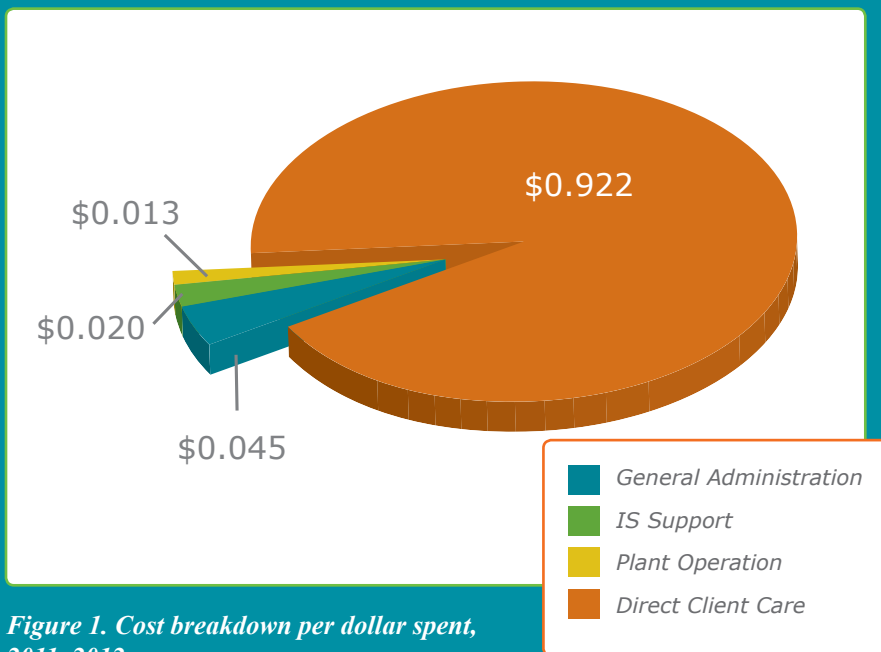


Figure 1. Cost breakdown per dollar spent, 2011-2012.

DIRECT CLIENT CARE COSTS: 2011 - 2012

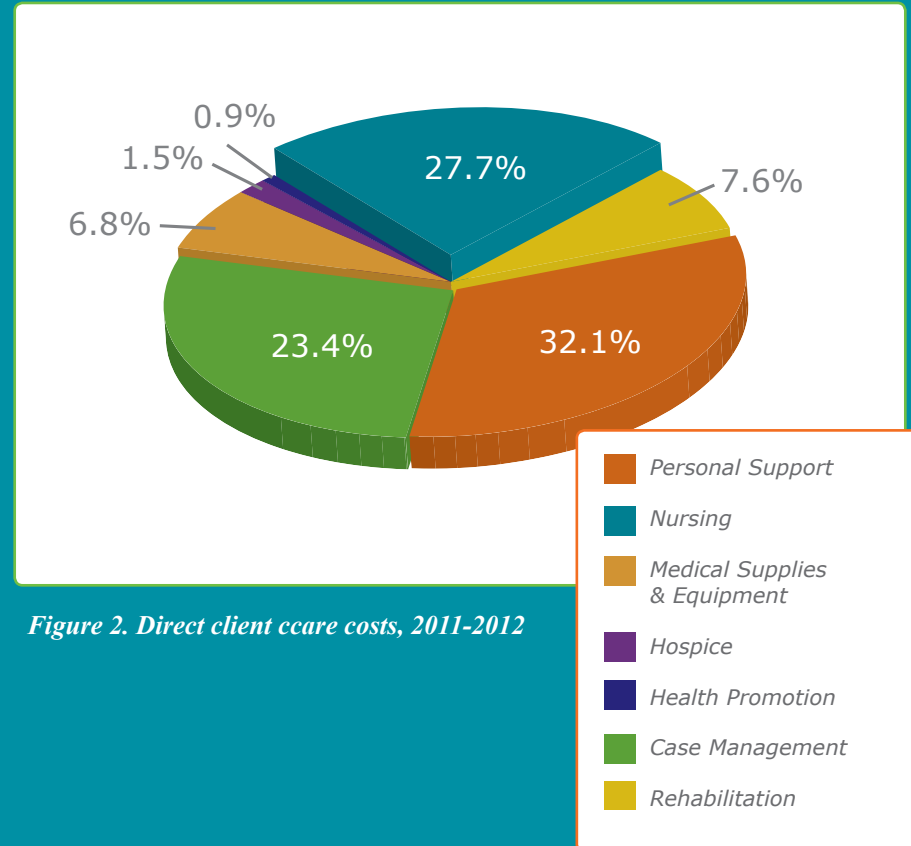


Figure 2. Direct client care costs, 2011-2012



Partnering in Community Care

Home First

Home First is a philosophy of care that has been promoted across the province of Ontario over the past year.

Home First brings together physicians, caregivers, discharge planners, CCAC Case Managers, patients, and their families to determine the right care at the right time in the right place.



Home First demonstrates a change in health provider philosophy. Here, the central idea is that when a person enters the hospital, hospital staff, CCAC staff, family members, and others work together to get him or her back at home upon discharge, if at all possible. Through predictive discharge, a patient's discharge can be identified earlier in the care process. This allows for the care team to ensure upon hospital admittance that a care plan is being formulated. This plan must focus on what a patient and their family will most need to help them go home after

their acute hospital stay has ended. They can then recover and recuperate at home, allowing them to make any critical decisions about the next step in a comfortable, familiar setting.

The significant successes of this program include a strengthening of partnerships with hospitals and stakeholders to create seamless care for patients, and a number of success stories in which patients have gained a greater level of independence. For more information, and to read about Home First successes, visit www.choosehomefirst.ca.

Our Providers

The CCAC employs hundreds of healthcare professionals across our region. In addition to the provision of care by the CCAC case management staff, clients will receive care from nurses, therapists, nutritionists, and personal support workers in the home. Clients may also receive medical equipment, music therapy, and speech/language therapy when necessary. These services are furnished by the CCAC's service providers, our partners in the provision of quality care.

Nursing

Bayshore Healthcare Ltd.
Revera Health Services Inc.
Paramed Home Health Care,
a Division of Extendicare (Canada) Inc.
Saint Elizabeth Health Care
VHA Home Healthcare
Victorian Order of Nurses

Nursing Clinic

Bayshore Healthcare Ltd.

Personal Support

Bayshore Healthcare Ltd.
Canadian Red Cross Community Health Services
Revera Health Services Inc.
Paramed Home Health Care, a Division of
Extendicare (Canada) Inc.
Saint Elizabeth Health Care
Victorian Order of Nurses
Walpole Island First Nations-Home and
Community Care Program

Occupational Therapy

Community Care Therapy Ltd., operating
as ("o/a") Bayshore Therapy & Rehab
John McGivney Children's Centre
Pace Homecare Services Inc.
LifeMark Health Management Inc. DBA
Sunnyside Rehabilitation Services
Victorian Order of Nurses

Physiotherapy

Community Care Therapy Ltd., operating as
("o/a") Bayshore Therapy & Rehab
John McGivney Children's Centre
Pace Homecare Services Inc.

Speech/Language Therapy

Community Care Therapy Ltd., operating as
("o/a") Bayshore Therapy & Rehab
John McGivney Children's Centre
Pace Homecare Services Inc.
Karine Pepin operating as ("o/a") Advanced
Cognitive Communication Rehab Clinic

Social Work

The Hospice of Windsor and Essex County Inc.
Pace Homecare Services Inc.

Music Therapy

True Groove Music Therapy

Nutritional Counseling

Nutritional Management Services Ltd.

Medical Supplies

ConvaTec
Medical Mart Supplies Ltd.
KCI medical Canada
Canada Care

Medical Equipment

KCI Medical Canada

Infusion Therapy

Hogan Pharmacy
Rexall Specialty Pharmacy



Supporting Our Staff



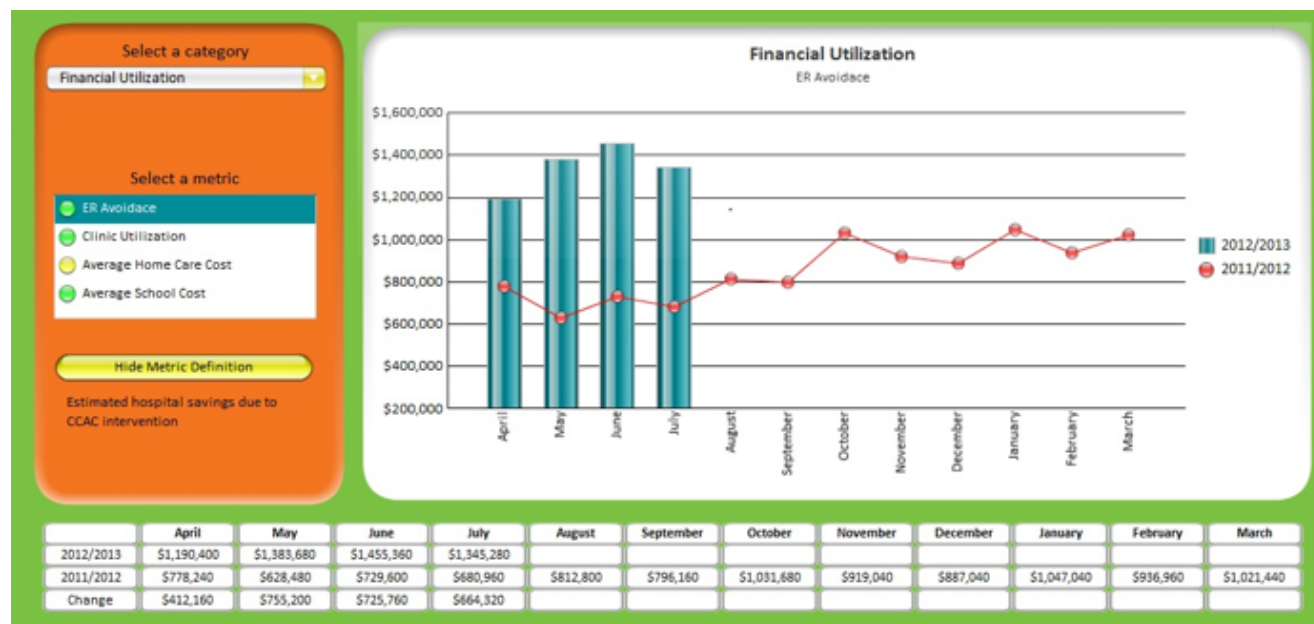
Frontline staff the CCAC manage a great deal of information on a daily basis. From information from each individual client, community resources, costing information and extensive internal communication, there are many demands on staff time. As a result, the CCAC is constantly improving tools and support to staff so they may focus on providing care.

The use of electronic tools in the health care sector continues to grow and enhance the quality of medical care provided by our frontline staff. In the last year the CCAC has developed a number of tools that allow staff to be aware of the resources we provide to the community. This tool, known as the Dashboard collects information on a regular basis, and centralizes it in an easy to consume panel, located in the CCAC Intranet, accessible to all staff.

Staff may choose from a number of different categories to measure the rate of utilization of services and their cost on a monthly basis. Staff

members are also provided with individualized versions to measure costs of care and utilization of resources for each client. This type of transparency and accountability allows frontline staff to combine their medical judgment with their role in the management of resources provided to us by the tax payers of Erie St. Clair.

CORPORATE SERVICES DASHBOARD



Our Finances

The Erie St. Clair CCAC is fully funded by the Ministry of Health and Long-Term Care through the Erie St. Clair Local Health Integration Network. Our budget is funded entirely by valuable tax dollars. Managing our finances to ensure a sustainable level of high-quality care is a top priority.

Community needs vary greatly from year to year, depending on conditions as variable as changing demographics to the severity of the flu season. As stewards of the public's tax dollars, we are committed to providing full disclosure of our financial operations.

The audited financial statements of the Erie St. Clair CCAC can be found on our website at www.esc.ccac-ont.ca



ERIE ST. CLAIR COMMUNITY CARE ACCESS CENTRE

Statement of Operations: for the year ending MARCH 31, 2012, with comparative figures for 2011.

	2012	2011
REVENUE		
MOHLTC Provincial Grant—Base Allocation	\$ 113,043,720	\$ 106,118,025
MOHLTC Provincial Grant—One-time Funding	5,746,303	3,261,076
External Recoveries	577,514	467,519
Bank interest	67,191	71,839
Aging at Home	3,388,019	3,067,406
Amortization of deferred capital contributions	399,350	356,466
Undistributed marketed services	-	-
	123,222,097	113,342,331
EXPENDITURES		
Program		
Administrative and support services	9,617,542	9,999,975
Community and social services (<i>patient care</i>)	112,693,446	102,794,202
Health promotion and education	821,767	405,237
	123,132,755	113,199,414
EXCESS OF REVENUE OVER EXPENDITURES <i>(expenditures over revenue)</i>	\$ 89,342	\$ 142,917

Focus on Continuous Improvement & Innovation

The climate of growing demands on our public healthcare services and the fiscal challenges facing the Province of Ontario mean that public agencies like the CCAC must continuously work to improve services while reducing costs. In some instances, this comes in the form of reducing administrative costs and waste, while in others, new resources will be created for use in our community.

ErieStClairhealthline.ca

In 2011–2012, the Erie St. Clair CCAC has become only the fourth CCAC to join and launch the Healthline.ca initiative. This web-based service is a database specific to each CCAC. Managed locally, it provides a comprehensive resource for health-based information in the community. As technology becomes a greater part of our lives and as our residents

take more control of their own care, tools such as these will be crucial to managing and enhancing the community-based network of care services.

At the conclusion of this initiative's implementation across Ontario, all CCACs will have a similar database and website. This will further strengthen the CCACs' key role as provincial leaders in healthcare system navigation.

The local site for residents, www.ErieStClairHealthline.ca is updated and maintained by our certified information and referral specialists on a regular basis to ensure that the public may access up-to-date information whenever they need it most, 24 hours a day, 7 days a week.

Engagement & Feedback

Engagement and feedback from our community is how the CCAC continually improves our quality of service and meets the needs of our residents. We encourage you to submit any feedback, questions, or concerns you may have.

If you have any questions about our 2011–2012 Annual Report to the Community or would like to request copies, please call 519-436-2222 or 1-888-447-4468.

Or email us at **engagement@esc.ccac-ont.ca**.

The Erie St. Clair CCAC provides our community with a comprehensive source of information on community resources and healthcare needs. This database is updated regularly with current information and can be accessed from the comfort of home.

To learn more, visit **www.ErieStClairHealthline.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**



Erie St. Clair
ccac **casc**
Community
Care Access
Centre
Centre d'accès
aux soins
communautaires
d'Érie St-Clair