



Waterloo Wellington

ccac **casc**

Community
Care Access
Centre

Centre d'accès
aux soins
communautaires



*Connecting you
with care.*



Waterloo Wellington
Report to the Community
April 1, 2011 – March 31, 2012



Ontario

Waterloo Wellington Local
Health Integration Network

Message from the Board Chair & CEO



Marshall Draper, Chair



Kevin Mercer, CEO

A Look Back at 2011/2012

This year marks a year of commitment – a commitment to provide care as close to home as possible for more people in Waterloo Wellington.

Over the past year the Waterloo Wellington CCAC, Hospitals and community partners worked together to reduce the number of people remaining unnecessarily in hospital for long-term care beds – more people returning home before making life changing decisions. In many cases the community care provided allowed many people to avoid going to a long-term care facility.

"Last year, almost 60% of the clients who were waiting in acute hospital beds were waiting for Long-Term Care. This year hospitals and the WWCCAC worked together, making the necessary changes to support clients to go home before making life changing decisions. Now just 18% of clients waiting in acute hospital beds are waiting for Long-Term Care placement, the lowest in the province."

This year the Ministry of Health and Long-Term Care announced *Ontario's Action Plan for Health Care*. This plan commits to ensure people receive timely access to the most appropriate care in the most appropriate place – as close to home as possible. The plan highlights that home and community care provide good value for the health care system. We couldn't agree more.

The WWCCAC report to the community highlights the value of home and community care and provides examples of how we are making a difference in the lives of those we serve. Together, with our contracted providers, our partner organizations and our funder, the Waterloo Wellington Local Health Integration Network, we are able to deliver "Outstanding Care – Every Person, Every Day".

Our Vision, Mission & Values

Our Vision

Outstanding Care – Every Person, Every Day

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 Values

Courage
Fairness
Innovation
Mutual Respect
Responsiveness

Our Strategic Priorities



Board of Directors 2011/2012



Marshall Draper, Chair



Michael Delisle, Vice Chair



Richard Emrich, Treasurer



Brian Cowan



John Enns



Susan Elliott



Djurdjica Halgasev



Susan Horton



Larry Kron



John Lewington



Lori Trumper



Bryce Walker

"Clients are at the heart of everything we do."

The Board has four committees:

- Client Services and Quality Committee
- Governance
- Audit
- Finance

Client Services and Quality Committee: 2011/2012 Accomplishments

This Board committee is comprised of WWCCAC Board members and senior staff who meet monthly. Over the past year the committee has accomplished the following:

- Lead and provided oversight to the first WWCCAC Annual Quality Improvement Plan. The plan is based on the Excellent Care for All Act (ECFAA). To date only Hospitals are required to comply with the act. WWCCAC voluntary compliance is our commitment to our strategic priority – Safe, Quality Care.
- Developed a Quality Scorecard.
- Lead a third party Enterprise Risk Assessment process which aims to identify corporate and strategic principal risks and opportunities for the organization.

The Board holds monthly board meetings that are open to the public. Board highlights, minutes, agenda and presentations are posted on the WWCCAC website www.ccac-ont.ca under "about us, board of directors, board meetings."

What's inside...

- 4 Strategic Priority – Safe Quality Care
- 5 Strategic Priority – Right Care, Right Place, Right Time
- 6 Strategic Priority – System Leadership
- 7 Strategic Priority – Engaged Community and Staff
- 8 Financials and Statistics
- 10 Other Accomplishments in 2011/2012



Strategic Priority

Safe Quality Care

As a learning organization, we seek innovative yet practical ways to provide safe, effective, client-focused care.

WWCCAC Annual Quality Improvement Plan

The 2011/2012 Quality Improvement Plan is based on the standardized template for hospitals as described in the Excellent Care for All Act (ECFAA). Under the leadership of the Board's Client Services and Quality Committee the plan includes initiatives that will enhance safety and quality for clients in Waterloo Wellington. The plan includes specific performance measures and improvement targets.

Quick FACTS

Of the 2011/2012 CCAC community referrals, **50%** came from physicians.

"As physicians, we value the role of the Case Manager at WWCCAC. This role helps us do our job to ensure our patients receive the care they need to stay in their homes."

Quote from a Guelph family physician at the Fall physician engagement series



Commitment to Workplace Excellence Pays Off with Exemplary Clients Satisfaction Ratings

An unwavering commitment to a quality/healthy workplace has paid off. Excellence Canada, who set standards and award certifications for excellence, innovation and workplace wellness, has recently presented the Waterloo Wellington Community Care Access Centre (WWCCAC) with level 1 certification. This certification is a step within a progressive workplace excellence program.

"Participating in certifications such as these ensures a continued investment in our people," says Kevin Mercer, WWCCAC CEO. "What we do know is that satisfied staff hold a high level of commitment to help the organization achieve its goals. In our case our goal is to ensure outstanding care to every person, every day."

WWCCAC recently learned they are leading client and family satisfaction results provincially. The Ipsos-Reid survey results suggest a strong performance in care delivery. "Our clients and families have told us our staff are making a difference in their lives. We wouldn't have received these satisfaction results had it not been for our dedicated staff, service providers and visionary leaders at WWCCAC" states Marshall Draper, WWCCAC Chair of the Board of Directors.

CCAC's across the province participate in an ongoing survey where clients and families rate CCAC staff and service providers on a set scale of questions. Satisfaction questions focus on overall care provided, communication with their service providers and case managers and specific care related questions. WWCCAC continues to find ways to improve service delivery knowing there is always room to improve.

"As a result of the 24 hour care provided in one of a seniors building, a Patient Service Worker identified a client whose health condition rapidly deteriorated. The worker called 911 and the person received the immediate medical care required."

WWCCAC case manager, The Integrated Assisted Living Program

"My mother's Personal Support Worker is very caring. She takes time with my mother and always seems to show interest in her. She cares about her level of discomfort and is considerate of her limited ability."

Client's daughter



Strategic Priority

Right Care, Right Time, Right Place

Every Individual receives high quality, appropriate care and support to meet their personal goals and maintain independence in the least intrusive and most efficient way.

It Takes a Village of Community Services to Raise a Child

Raising a child is no easy task. When Joy and Paul Barker learned their twins were arriving months before their due date they put their faith in the health care system.

Joy gave birth to twins, Amanda, now six years old and Veronica. Veronica died a month after birth due to premature complications.

At birth Amanda weighed one pound, six ounces. Joy recalls how her daughter fought for her life. "Our daughter's strong will helped her through. The McMaster Children's Hospital staff became our family for the first year of her life and through their care and Amanda's determination we made it home" says Joy.

Amanda came home with a feeding tube, a tracheostomy for breathing, medications and medical treatments. Paul recalls the community help that was put in place for their family, "It took a village of community services to help us bring our daughter home."

Amanda is legally blind and has many health challenges including cerebral palsy and a chronic lung condition.

Case managers coordinated the home care. "The care required coming from hospital was quite involved but now as Amanda continues to courageously battle for independence her care needs are changing," says Amanda's WWCCAC Case Manager. Amanda's case manager and service providers have watched her face challenges and progress along the way. On a regular basis they follow up with the family. Amanda recently



made the successful transition to school which took a collaborative effort between the CCAC case manager, school, and community agencies.

Maggie Lui, a Registered Nursing Practitioner with Saint Elizabeth has provided nursing care for the past three years. Coming three times a week to work with Amanda in the home and school, Maggie saw musical talent. Over the past year Maggie incorporated music therapy into her daily nursing care, helping Amanda learn to play the piano and sing. Amanda recently shared her piano skills at the school talent show where she played "When I wish upon a star."

Maggie shares how much Amanda is loved at school. "The school children look out for Maggie. They make sure they don't step on her oxygen tubing and some of them even bring in textured story books from home to share at reading time." Monica Bruster, an Occupational Therapist from Therapy Partners has been helping Amanda learn to talk and feed herself. Now that Amanda's breathing tube is removed and she is on home oxygen, Amanda is learning to feed herself. Monica also helps ensure the appropriate school accommodations are in place to support Amanda's learning.

The village of community care providers include WWCCAC, the Wellington District Catholic School Board, Therapy Partners, CNIB, Saint Elizabeth, Trellis Infant Development, KidsAbility and Wee Talk PreSchool Services, as well as a medical team of various specialties.

Amanda's needs will continue to evolve as she grows, and the WWCCAC will be with her along the way.

Waterloo Wellington Partnerships between hospital and community are allowing more people to be cared for at home

Last year almost **60%** of the clients who were waiting in acute hospital beds were waiting for Long-Term Care. This year hospitals and the WWCCAC worked together, making the necessary changes to support clients to go home before making life changing decisions.

Now **18%** of clients waiting in acute hospital beds are waiting for Long-Term Care placement, **the lowest in the province**. Home First initiatives give clients improved access to community based health care, which helped them live at home for as long as possible.



Strategic Priority

System Leadership

WWCCAC will provide local health system leadership and collaborate with the community and other organizations to deliver integrated care to our clients.



Strength in Numbers: The Success of Palliative Home Care

Living with a life threatening illness is life-changing.

While coping with health and emotional issues can be difficult, with the support of family, friends and care providers, those challenges can be overcome. For Bob and Delene Somerville, a network of home support made all the difference. They were able to draw on the strength of many to help them through their journey.

Delene was diagnosed with ovarian cancer six years ago. After a major operation, she seemed to be in remission, but after a year and a half, she required three more operations. CCAC Case Managers came into their home on a regular basis to do assessments and to determine what care she would need. Although initially the couple was able to manage, when Delene's health deteriorated, they needed more support.

"For us, leaving home was a final resort. Our CCAC Case Manager was very thorough and considered our entire situation. Not just for Delene, but also my needs and ability to look after her", says Bob. "The quality of care we received was amazing."

"We realized that Bob and Delene were both very independent and for the most part could manage quite well. However there were certain things that needed specialized care," says Laurie Shantz, CCAC Case Manager. "Our role is to provide advice, give them information and ensure they can make informed decisions about the many support options that may be available to them. Those supports include CCAC contracted services as well as assistance provided by community support organizations."

Providing home based health care is the central role of the CCAC. Waterloo Wellington has been selected as one of four areas in the province that will pilot a project to better integrate palliative services. By finding ways to integrate service delivery, improve access and standardize assessments, people like Bob and Delene will be better able to find the care they need.

The success of home-based health care depends on a broad network of supports. Bob and Delene's experience has shown that there truly is *strength in numbers*.

Waterloo Wellington Integrated Client Care Project – Hospice Palliative Care

The Waterloo Wellington Local Health Integration Network (WWLHIN), the Waterloo Wellington Community Care Access Centre (WWCCAC), and area Hospice Palliative Care leaders are working together to implement service integration and improve coordination of the WWLHIN palliative system, focusing on client and system performance outcomes.

The WWCCAC has assumed the role of lead organization for planning and implementation of palliative system improvements in the WWLHIN.

Our Partners: Thank you to family and friend caregivers for the **MANY** non-paid hours of care to support your loved one at home.

Clients	35,972
Informal caregivers	MANY
Family Health Teams	10
Service providers (includes contracted and over-flow agencies)	26
Hospitals	10
Long-term Care Homes	35
Physicians	850+
Community Support Services	33
Schools	268



Strategic Priority

Community Engagement and Outreach

We visited, presented or provided an educational booth for **62** different organizations. Overall **32** staff members assisted with these outreach activities. More than **2400** members of the public attended these events.

Examples of outreach provided to community organizations:

Avenue Road Baptist Church
Cambridge Self Help Foodbank Seniors Group
Emmanuel Village KW
Guelph Wellington Seniors Association
Huron Heights High School
Kitchener Public Library
Luther Village on the Park (Sunshine Centre)
Numerous MP Senior's Health Fairs across Waterloo Wellington, eg., MP Gary Goodyear – Fall Senior's Health Fair
North Dumfries Health Centre
Osteoporosis Canada
Probus Club of Preston/Hespeler
Rotary Club Guelph
Sunnyside Home Alzheimer Support Group
University of Waterloo School of Social Work
Woolwich Senior's Association
...and many more.

WWCCAC staff consider their community a priority, often going above and beyond to provide information about our services at various speaking engagements:

"Forty minutes turned into 1.5 hours as the group was receptive and asked lots of questions. I really enjoyed meeting the people of the community and found the experience very valuable."

WWCCAC staff about speaking at an information session

Our staff are community ambassadors, empowering others through the sharing of information:

"Explaining everything as a story to the seniors was very helpful – in fact, we usually close our meetings at 2pm but Nancy stayed to answer questions until 2:30."

Avenue Road Baptist 50+ Group

Engaged Community & Staff

Our community and staff are empowered to help set principles, priorities or solve specific, shared problems.

WWCCAC HealthAchieve Gold Award Winner



The Waterloo Wellington Community Care Access Centre (WWCCAC) was awarded a Gold Level Quality Health Care Workplace Award at the 87th annual Health Achieve Conference in Toronto in November 2011. The Quality health care workplace awards is a partnership of the Ontario Hospital Association, the Ministry of Health and Long-Term Care and Health Force Ontario. The Bronze, Silver and Platinum level awards recognize organizational efforts to improve health care workplaces in ways that contribute to providers' quality of work life and the quality of care and services they deliver.



Left to right: Kevin Mercer, CEO, Marshall Draper, Chair, Richard Emrich, Treasurer and board member John Enns proudly present WWCCAC's gold award.

Employee Engagement & Quality Advisory Committee

The Employee engagement committee is co-chaired by the CEO and a staff member with representation from WWCCAC non-management staff. It is a forum for staff to have regular input into organization activities and directions. The committee focuses on ways to improve the quality of work life for staff and provides advice and direction to improve quality for those we serve.

Financials & Statistics

Key Financial Information for 2011/2012

Audited Financial Statements are available in a separate document.

10,426

**Number of people served
through Intake and Referral**

5.6%

**The percentage our caseloads
increased over last year
(March 31, 2011 to March 31, 2012)**

Quick FACTS

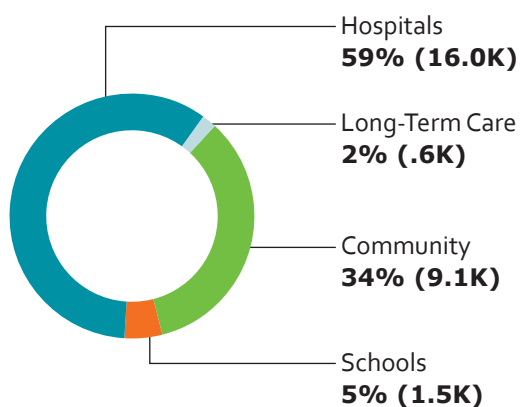
Area Population 2006 Census 686,320
Funding for 2011/2012 \$112 million

*In 2010/2011, we served just over 5%
of the population, or 1 in 20 individuals
living in the Waterloo Wellington area.*

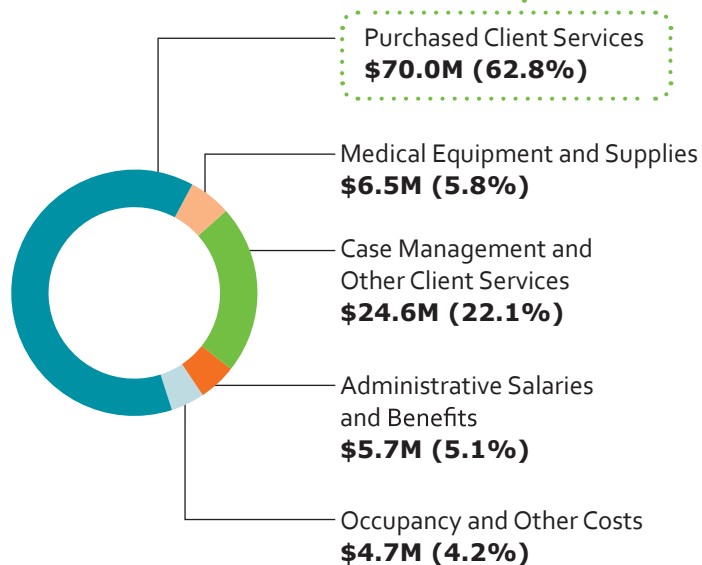
Services Delivered	
Nursing visits*	452,300
Personal support hours	1,252,700
Therapy (all) visits	98,900
Information and referral contacts	10,426
Number of long-term care placements	1,824
Connections to a family health care provider	3,008

* Includes in-home, shift and clinic nursing services

Referral Source



Expenditure Analysis



Waterloo Wellington CCAC services are publicly funded through
the Waterloo Wellington Local Health Integration Network.

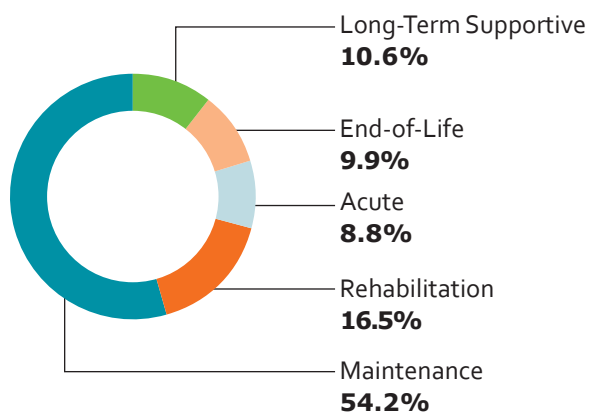
\$112 million

*Total Funding
for 2011/2012*

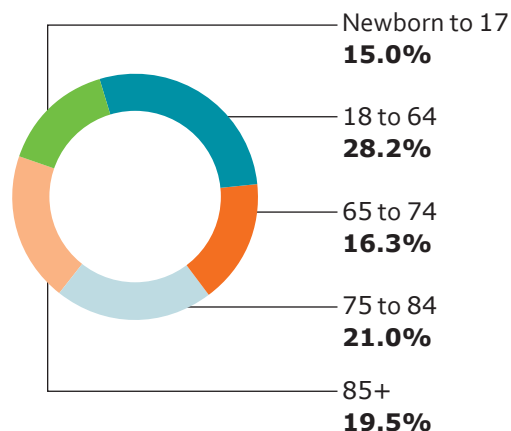
35,972

*Number of people served;
an increase of 3% over last year*

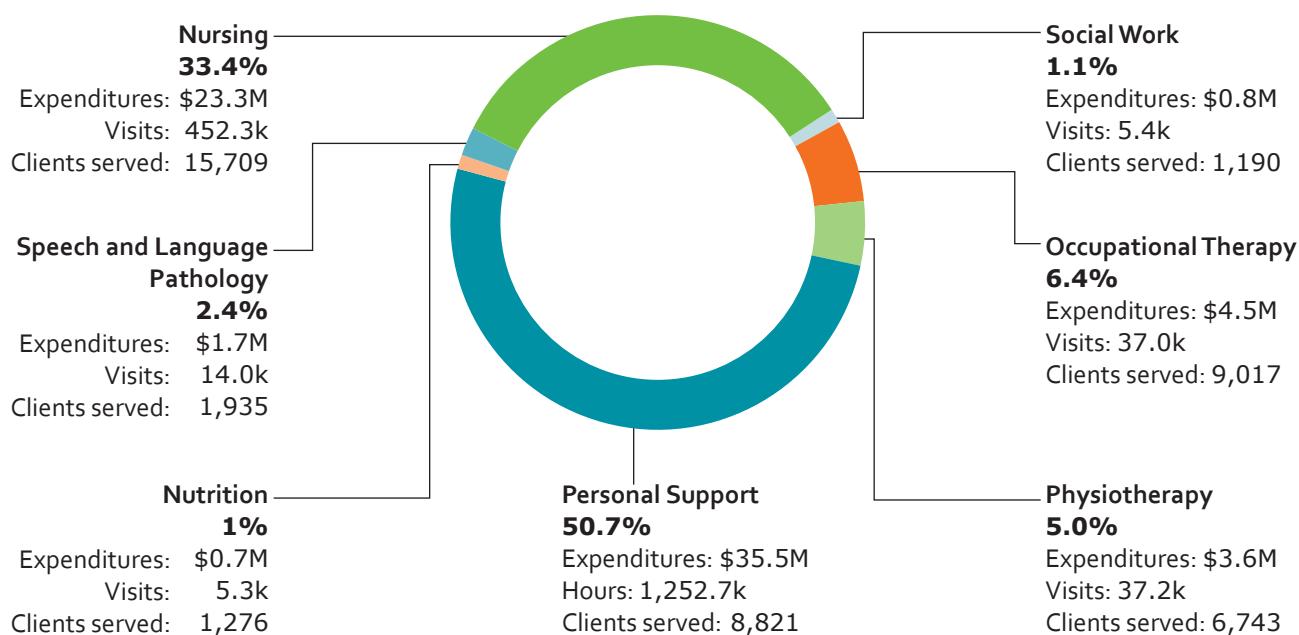
Service Type



Clients Served by Age Grouping



Purchased Client Services Breakdown



Other Accomplishments in 2011/2012

Partnership Between Hospital and CCAC Improves Care for Frail Seniors

Grand River Hospital and the Waterloo Wellington CCAC integrated the former Community Geriatric Service (CGS) and the former Freeport Geriatric Psychiatry Clinic to form a new *Specialized Geriatric Services (SGS)* team of Waterloo Region. This partnership will allow for a greater capacity to service those seniors requiring specialist services.

WWCCAC “Excelerates” Strategies to Improve Home and Community Care

The WWLHIN provided the WWCCAC with a team of experts to help the organization move forward key health system strategies that will improve home and community care for residents of Waterloo Wellington. Project managers, quality experts (Six sigma, LEAN experts), decision support staff are new additions to the WWCCAC team to help “excelerate” health system improvements such as Home First, integrating hospice palliative care, expanding WWCCAC placement role into Adult Day Programs, Complex Continuing Care, Rehabilitation.



WWCCAC Green Team Recognized by *World Wildlife Fund*

The WWCCAC Green Team was established in the spring of 2011. The WWCCAC team lead – Laura Vaughan – was recognized at the “*World Wild Life’s Foundation Living Planet at Work*” for her environmental efforts and accomplishments in the workplace.



Quick FACTS

WWCCAC staff worked in hospitals across Waterloo Wellington to help **12,986** people return home from hospital.



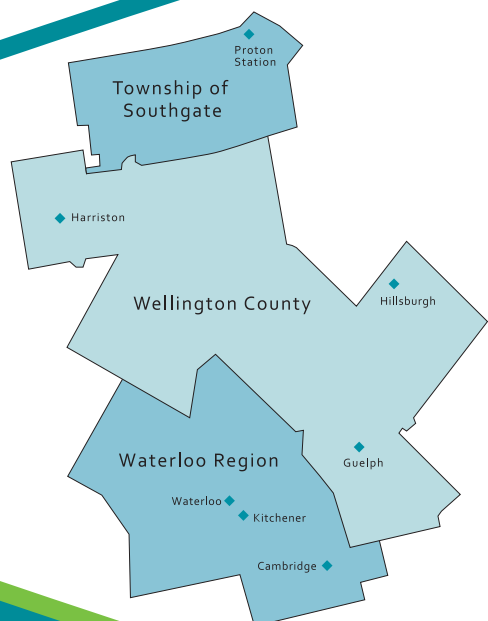
***2012 marks the 40th anniversary of
government funded, universally
accessible home care in Ontario.***

It's a milestone worth celebrating!

As the leading organization for accessing home health care options, the CCAC congratulates all the community organizations, staff and volunteers who work so hard to make this vital service such a great success.

View our video celebrating Home and Community Care:
www.ww.ccac-ont.ca

The accompanying song "*Today's the Day*" was developed and produced by Shane Rose, WWCCAC staff member. Many thanks to WWCCAC staff members Gloria Cardoso, Nadine Bell, Kelly Smith, Susan Smith, Patricia Swanson and Matt Jones for their contribution to the song and video development. Video participants are local home and community clients and providers.



Waterloo Wellington

Head Office:

800 King Street West
Kitchener ON N2G 1E8

For residents of the Region of Waterloo:

519 748 2222
888 883 3313

For residents of Guelph, Wellington County & the Township of Southgate:

519 823 2550
800 265 8338

www.ww.ccac-ont.ca
www.310ccac.ca
310-CCAC (2222)



ACCREDITATION CANADA
AGRÉMENT CANADA

Outstanding care – every person, every day