



The Connection to Care



Champlain Community Care Access Centre

2011–2012 Annual Report

Message from the Board Chair and CEO

Last year represented a significant milestone for the Champlain Community Care Access Centre (CCAC), as we marked the start of our fifth year of operation. It is gratifying to look back and appreciate all we have been able to achieve in this relatively short time.

In many ways, the year was definitive. In June 2011, we implemented a new Strategic Plan and, guided by its three clear directions of *Service Delivery Excellence*, *Leadership in Home and Community Care in an Integrated Health System*, and *Organizational Capacity and Performance*, we launched new initiatives and demonstrated our capacity to connect people with the care they need.

Last year we helped 54,457 clients access some two million hours of health-related services. Through our case management work, we facilitated a further 48,255 face-to-face client visits and more than 106,000 telephone contacts. In June we implemented a new Client Care Model that reinforces the place of clients at the centre of care, that focuses on their specialized needs and ensures that they receive the highest-quality services. Our *Home First* initiative alone made it possible for more than 1,700 clients to stay in their homes instead of hospitals or long-term care facilities.

In emphasizing home and community care, our work aligns with the recommendations of significant public reports on the health system including the *Drummond Report (2012)* that calls for greater integration with more home care, and the *Walker Report (2011)* which proposes that chronic issues are handled by community and home-based organizations to the fullest extent possible.

These reports, and how the government responded to them, signal a shift in Canadian health care toward easing the load on acute and long-term care settings, and on highlighting prevention and chronic disease management, in addition to treating illness. This change reflects the demographic trends occurring across our region today, with seniors being a growing portion of the population. For that reason, many of our programs focused on meeting the health needs of the aging.

The accomplishments of last year—and indeed our first five years—are just the beginning. Going forward, we will develop our capacity for evidence-based decision making, ensuring we make the best use of the abundant information at our disposal to understand and meet client needs. We will pursue our pledge to continuous improvement, a commitment recognized and validated by our partners. In addition, we will persist in our efforts to create even tighter links among partners, so that together we can deliver the highest-quality care at the right time, in the right place, and with the greatest efficiency.

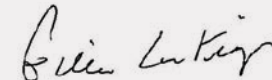
Everything we have achieved is due to a significant collective effort – thanks to the support of our service providers and health care partners, the commitment of the Champlain CCAC Board and the Champlain Local Health Integration Network (LHIN), and to the energy and dedication of our staff. With sincere thanks to all, we look forward to building on our momentum and continuing to meet the health care needs of the people of the Champlain region.



Lynn Graham
Board Chair



Gilles Lanteigne
Chief Executive Officer



CEO'S POSTSCRIPT

With great appreciation, the Champlain CCAC acknowledges Lynn Graham's contribution as she concludes her term as Board Chair. Lynn is a passionate advocate for the client, and deeply committed to this organization and its vision of outstanding care. We are fortunate that Lynn has agreed to continue as a Director on the Champlain CCAC Board.



Our Board of Directors

The Champlain CCAC Board of Directors provides governance and strategic direction to the organization and has sub-committees that focus on finance/audit, client services/quality and governance. In 2011–12, Board members were:

Lynn Graham, Chair	Dr. Melody Isinger
Michael Ennis, Vice-Chair	Bob Kulas
Ralph Moxness, Treasurer	Barbara Lajeunesse
Dr. Denise Alcock	Anne Noonan
Jocelyne Constant	Colette Rivet
Abdourahamane Diallo	Sherryl Smith
Diane Hupé	Michael Tate

Our executive team

Gilles Lanteigne, Chief Executive Officer
Patrice Connolly, Vice-President, Human Resources, Organizational Development and Communications
Kim Peterson, Vice-President, Client Services
Deryl Rasquinha, Vice-President, Corporate Services and Quality

Our staff

Staff: 684 full-time, part-time, and casual employees including our management team of 50.

Vision

Outstanding Care in the Champlain region, every person, every day, every community.

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.

Values

- Integrity/Trust
- Respect
- Accountability
- Competency/Excellence
- Collaboration

Champlain CCAC at a glance



There are some 1.26 million people in Ontario's Champlain region (which covers 18,000 square kilometres)—young and old, urban and rural, and from all walks of life.

And every one of them, at some time, will need quality health care.

We're here to help them navigate the system, providing information and referral to some and serving as a single point of access for others to the services they need, where and when they need them.

We are the **connection** to care.

Expenditure:
\$200,245,779

Clients served:
54,457 (+4%)*

Referrals to CCAC:
44,410 (+7.7%)*

Case management visits:
155,087 (+1.1%)*

* % change over FY 2010/11

Nursing/therapy visits:

560,101 (+8%)*

Clinic Nursing hours:

72,464 (-1.35%)*

Shift Nursing hours:

194,262 (+6.8%)*

Personal support services:

More than 2.1 million hours of care
(+20%)*

**Long-term care
admissions facilitated:**

2,262 New Admissions plus
921 transfers between LTC homes

Contracts:

27 contracts with 13 health care
and medical supply/equipment
provider agencies.

Offices:

One head office and nine branch
offices across the region

Hours of service:

8 am to 8 pm, 365 days a year

Committed to care

The Champlain CCAC offers bilingual care and services across a vast geographic area to a diverse population of rural and urban clients. Caring and knowledgeable staff assess client needs, determine the requirements for care, provide information and referral services, and develop customized care plans.

Every year the Champlain CCAC also helps thousands of people navigate a complex health care system, providing a vital link to services and resources to support them through injury, illness and the complications of age or

disability. It arranges care such as nursing and rehabilitation for people of all ages in home, community, school and clinic locations; guides clients through their application and admission to long-term care facilities, and helps many thousands of individuals maintain independence and dignity in their own homes.

One of 14 CCACs in Ontario, the Champlain CCAC is funded by the Champlain Local Health Integration Network (LHIN) through the Ministry of Health and Long-Term Care.



From the Centre: The **Client** Connection

Our work begins and ends with people. Every year, we guide vast numbers of individuals through a regional health system that covers more than 18,000 square kilometres. Coordinating their health care journeys, we guide them to the right care for their needs—in their homes and communities, and in other settings when required.

CHAMPLAIN CCAC STRATEGIC DIRECTION 1: Service Delivery Excellence

Providing appropriate, reliable and quality services to people in their homes and communities to improve overall care and well-being, and to support provincial and regional priorities aimed at reducing the number of hospital admissions and visits to emergency departments.

+ 26,000

The number of
clients managed by
Champlain CCAC
on any given day

Because health care is about people

Last year, the Champlain CCAC implemented a new *Client Care Model* that is dedicated to meeting the needs of specific populations across our region. This new approach yields a deeper, more focused understanding of client needs and stronger partnerships with stakeholders. In turn, this allows Champlain CCAC teams to better monitor outcomes and guide clients appropriately through the health system.

The Champlain CCAC's ongoing case management service supports this client-focused approach by providing a vital link between clients and health care practitioners. Champlain CCAC Case Managers act as client advocates—collaborating with them, their families and caregivers to achieve their short and long-term health care goals. Last year, Champlain CCAC Case Managers handled a total of 44,410 referrals, with 24,624 of those coming from hospitals and the remaining 19,786 from the community.

Putting the model to work

The Champlain CCAC's multi-year *Integrated Client Care Project (ICCP)* was a leading example of the *Client Care Model* in action. It aimed to improve health outcomes and deliver value for money while reducing in-home care time. Champlain CCAC clients with diabetic foot ulcers saw their wounds heal 56% at the 30 day mark—well above the target healing rate. This resulted in better outcomes for the client, and a shorter treatment period.

Respite and Relief is another program aimed at preventing early access to acute or long-term care. Last year, this program served 131 clients living with dementia, as well as their families and caregivers, by providing access to certified Elder Mediators who help those affected to avoid premature hospitalization or institutionalization. Through relieving caregiver burden, there were no hospital admissions in this group. This innovative partnership program led to the nomination of the Champlain CCAC, its two elder mediators, and the executive of the Alzheimer Society of Cornwall and District for the 2012 Elder Mediation International Special Recognition Award, a significant distinction. The Champlain CCAC's goal is to expand the program across the region.

Helping kids 'grow up great'

A Champlain CCAC pediatrics pilot project received the United Way's 2011 *Growing Up Great—Safe and Caring Environments* award for its support of children with physical, cognitive and developmental disabilities. The first of their kind to be presented in Ottawa, the awards celebrate the program's innovative integration of Developmental Services Workers (DSWs) into the home care setting for children who are traditionally served by shift nurses. DSWs help clients and their families achieve greater independence while delivering the day-to-day care they need.

Observing World Alzheimer's Day™

In September, the Champlain CCAC partnered with the Alzheimer Society of Ottawa and Renfrew County and the Champlain Dementia Network to produce a video for caregivers who support family members with Alzheimer's and dementia. The compelling video, *No Thanks, We're Fine*, features individuals who share their experiences and encourage their fellow caregivers to seek community support.

Enhancing service delivery between partners

The Champlain CCAC, the Champlain LHIN, and the Community Support Sector, are moving towards a Shared Client Information System (CIS) to support referrals between community support service agencies, community resource centres, and the Champlain CCAC, as well as a collective approach to Information Technology support and service.

This intersectional approach will facilitate planning between the sectors and improve information, referral and follow through for clients to access a range of community services.



Through the System: **Community** Connections

Clients want to receive health care services where they feel safe and comfortable and can enjoy optimal quality of life. As the region's connection to care, the Champlain CCAC works with community agencies, primary care providers, hospitals, the Champlain LHIN, and others to help people access services at home or close to home.

CHAMPLAIN CCAC STRATEGIC DIRECTION 2: Leadership in Home and Community Care in an Integrated Health System

Quality care can often be delivered less expensively in the home and community, while advances in technology create opportunities for people to receive care in their communities. The Champlain CCAC is well positioned and committed to leading the coordination of home and community care and contributing to health system transformation.

+ \$15 million

The total health
system savings estimated
as a result of *Home First*
enhanced admissions

Revolutionizing health care for seniors

In 2011–12, the Champlain CCAC's *Home First* program helped hundreds of seniors leave hospital settings, return home, and remain there safely. In its first year of implementation, more than 95% of *Home First*-enhanced clients (those with complex needs) remained at home with CCAC services within their first 90 days following hospital discharge. Going home is critical to people's sense of independence, quality of life, and resuming control of their lives. It also relieves strain on hospitals and prevents premature admissions to long-term care. Based on the success of *Home First*, the program expanded during the year to increase the number of successful discharges still further, thus contributing to a health-system transformation that will see much greater emphasis on home care.

Shared Care, an initiative focused on clients who live in close proximity, continued last year to coordinate services for multiple clients living in retirement homes and apartment buildings. The Champlain CCAC expanded nursing clinics to serve a greater number of clients more efficiently. By year end, 16% of nursing visits had taken place in clinics, an increase from the beginning of the year.

"The success of CCAC's Home First Program has been an important factor in helping The Ottawa Hospital focus on providing acute care services to patients in the Champlain LHIN. Our strong working relationship has resulted in effective and efficient transition for patients from acute care to the appropriate setting and is critical for high quality and safe patient outcomes."

Dr. Jack Kitts, President and CEO, The Ottawa Hospital

Launched last year in Cornwall, *Assess and Restore* helps return seniors to their homes and communities safely and comfortably. This joint program of the Champlain CCAC, the Champlain LHIN, Cornwall Community Hospital and St. Joseph's Continuing Care Centre facilitates the movement of patients out of hospital into appropriate follow-on settings. It started in August with the transfer of 34 patients from the Cornwall hospital, and has helped reduce the number of alternative level of care (ALC) patients at Cornwall Community Hospital to just 21 in early 2012.

Early in 2012, the Champlain CCAC also carried out the *ALC Assessment Project* which saw Champlain CCAC case managers assessing all patients deemed to fall into the ALC category at five community hospitals and on the medicine units of a tertiary care hospital. A total of 262 clients were reviewed within 48 hours of being declared ALC. The number of clients who were able to be transitioned home with regular services increased over this two month period by 56%.

Together with our health care partners, these initiatives and others are contributing to health system transformation across the Champlain LHIN. As evidenced by the charts on the following page, there is a decrease in patients going directly from hospital to long term care and an increase in patients designated as ALC returning home.

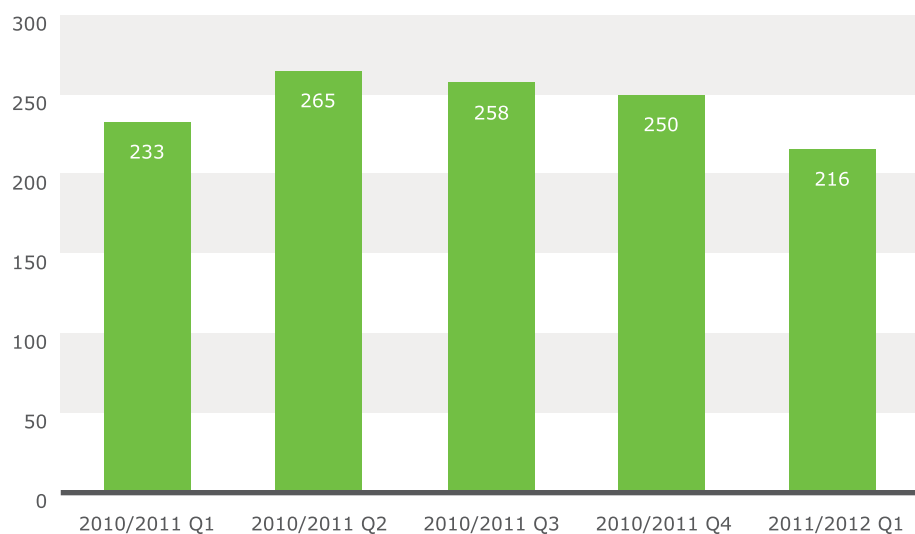
"Planning and placement discussions are much better to be had in the home than in a hospital bed."

Jeanette Despatie, CEO, Cornwall Community Hospital



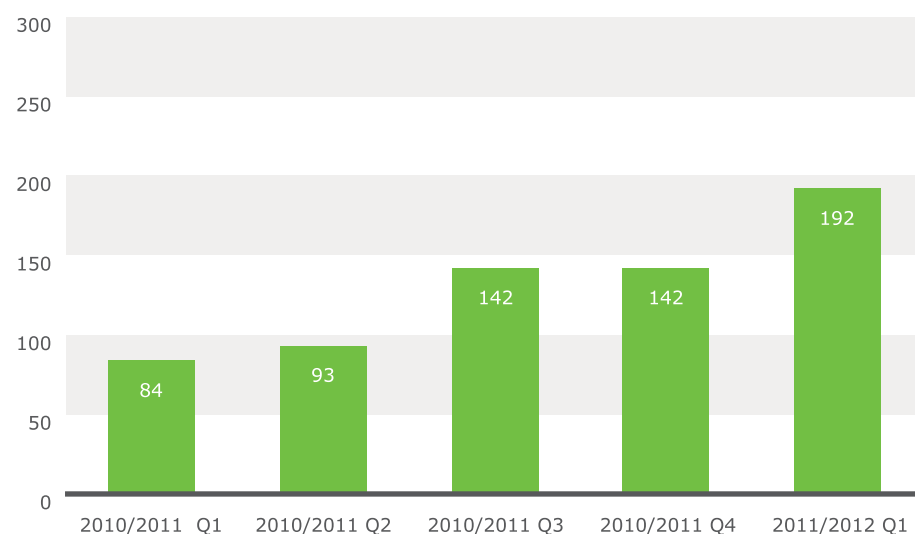
Reduction in ALC-LTCH hospital designated clients over time

Helping Ontarians stay out of long-term care homes—Champlain



Increase in ALC to home hospital discharges of clients over time

Helping more Ontarians to go home with support—Champlain





A helping hand for the everyday

The Champlain region's *Assisted Living* program is operated by a number of community agencies offering services such as homemaking, personal hygiene, care coordination, security checks and a 24/7 on-call service. The Champlain CCAC refers clients to the program, which benefitted 370 seniors. Clients in the program were found to visit emergency rooms less often than hospitalized seniors fitting a similar profile who are not enrolled.

"The Champlain Community Support Network (CCSN) feels that the increased collaboration between Community Support Services and the CCAC is greatly benefiting our common clients in the community as well as our member agencies."

Joanna Chisnell, Chair of CCSN

Opening the door to a day in the community

The Champlain CCAC works in partnership with up to 26 Community Support Services partners in piloting coordinated access to the region's 39 adult day programs. These programs provide a day away for isolated and frail elderly persons including those living with Alzheimer's or other cognitive impairments, and who live in the community. The Champlain CCAC is coordinating the process to streamline access, maintain accurate wait lists, and raise awareness.

Expanding our role, optimizing our capacity

Its enhanced role sees the Champlain CCAC as the single point of access to a broader range of services and long term care which will include assisted living/supportive housing, complex continuing care, rehabilitation and adult day programs. The Champlain CCAC worked closely with the Champlain LHIN and its partners on this enhanced role, which will be fully implemented by March 2013.

Home First program:
1,700 + seniors were able to stay at home instead of in hospitals and LTC facilities.



With Accountability: the **Quality** Connection

From quality and safety initiatives, to training and development, to its ethical framework and overall performance measurement, the Champlain CCAC has maintained its commitment to pursuing continuous quality improvement in every way for the benefit of its clients, employees, and partners within the region.

CHAMPLAIN CCAC STRATEGIC DIRECTION 3: Organizational Capacity and Performance

The Champlain CCAC recognizes its need to continuously adjust as it keeps pace with an ever-changing environment, advances in technology, intensified reporting requirements, and shifting roles and responsibilities. Key to this is investment in staff learning and development.

24,624

Number of clients
transitioned out of acute
care by the Champlain
CCAC in 2011–12

Holding ourselves to the highest standards



The Champlain CCAC received an Accreditation Primer from Accreditation Canada in June 2011. The Primer provides an introduction to the accreditation process, identifying foundational elements related to quality, safety, governance, human resources and facilities. Receiving the Primer marks the first step in the Champlain CCAC's progress toward full accreditation through Accreditation Canada's highly respected QMENTUM quality program for health organizations.

Always driven to do better

The Champlain CCAC implemented several measures in 2011–12 to further increase the quality, and capacity of its operations. These initiatives include an events management system designed to foster quality improvement and continuous learning. A new ethics program—the product of an organization-wide initiative—provides guidance in three key areas of ethics including: clinical, organizational governance, and research.

The Champlain CCAC has also been a leader in moving from a paper based record to electronic charts. This allows the Champlain CCAC, with client permissions, to share documents with other care providers enabling more efficient and seamless care transitions. This new project allows for more virtual team work and is environmentally friendly.

The Champlain CCAC also began to phase in a web-based performance management system that allows employees to align their individual work goals with the priorities of the organization. This new system automates many functions that were previously done manually and facilitates tracking and reporting. This is just one component of a comprehensive talent management strategy.

At the annual employee "*Champlain Connects, Celebrates and Cares*" event, recognition awards went to four staff with 30 years of service dedication, ten with 25 years, and twenty-two with 20 years of service.

Promoting a healthy environment

To achieve its ongoing quality goals, the Champlain CCAC recognizes the need to create and maintain a healthy, positive environment for employees, key to which are health and wellness. In spring 2011, the CCAC's Wellness at Work Committee—a cross-functional group of engaged, dynamic employees—introduced the *Tour de Champlain*, an initiative designed to promote healthy living. Employees participated in running, walking and bicycling activities along a 1,000 km-long virtual tour of the main, satellite and hospital sites. The program was an overwhelming success as employees realized fitness goals and got to know one another and the Champlain region much better.



Accelerating our learning

As the Champlain CCAC grows, so does the volume and complexity of its learning needs. Training and skills development need to be flexible to better accommodate learning styles within the organization's distributed workforce. Last year, the Champlain CCAC began to implement a flexible eLearning strategy supported by automated tools that facilitate the accreditation process as well as internal evaluations and audits. eLearning reduces the time and cost associated with in-person training; enables self-directed learning, and provides organizational benefits such as accelerating staff orientations. eLearning will help facilitate better compliance and accountability in support of the Champlain CCAC's 2012-13 accreditation.

Managing our talent

Champlain CCAC focused efforts on engaging leaders at all levels of the organization in learning and professional development. This included integrating the 'Leading in a Caring Environment' Leadership Capability Framework into all Champlain CCAC talent management activities. Senior leaders held a talent review and succession planning session in 2011 which gave shape to targeted succession management activities.

Optimizing internal processes

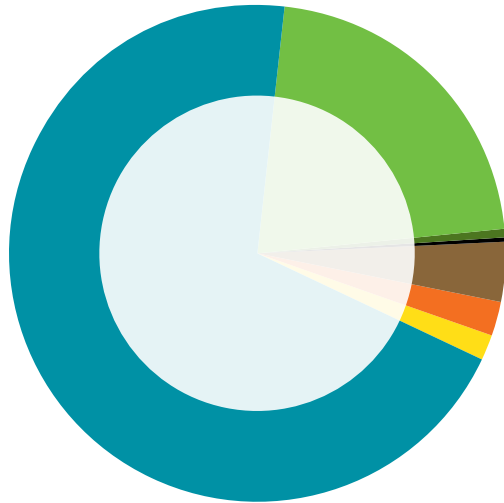
In support of its *Client Care Model*, the Champlain CCAC Team Assistants Alignment Group worked to streamline and standardize processes throughout the Champlain region.

A complete re-engineering of the Champlain CCAC intake function also has resulted in increased efficiency and the streamlining of management systems and processes.

Financial Report

Total purchase client services

\$140,5 (\$M)

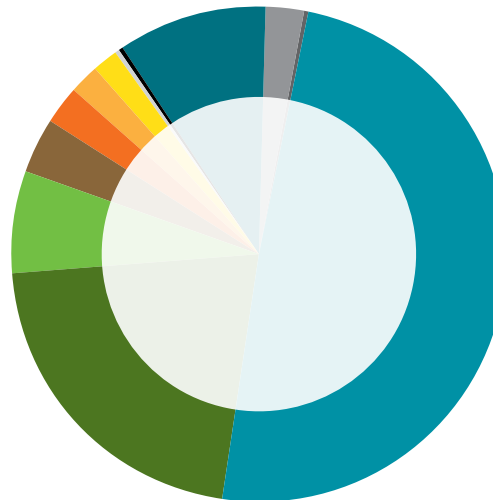


By Category:

Audited statements	Total expense
Purchased Client services	\$140,516,138
Salaries, benefits, travel	\$43,634,750
General admin	\$717,569
Pre-school	\$316,826
Admin Salaries	\$7,726,271
Admin general	\$4,790,542
Admin Rent	\$3,018,212
Admin Legal	(\$474,529)
	\$200,245,779

Comprised of:

	(\$M)	
Personal Support	\$68.8	49.2%
Nursing-Visits	\$30.1	21.5%
Nursing-Shift	\$9.2	6.6%
Occupational Therapy	\$5.1	3.6%
Physiotherapy	\$3.5	2.5%
Nursing-Day Clinic	\$2.8	2.0%
Speech	\$2.3	1.6%
Social Work	\$0.4	0.3%
Nutrition	\$0.4	0.3%
Medical Supplies, Equipment and LAB	\$13.6	9.7%
Hospice	\$3.5	2.5%
Other	\$0.1	0.1%



Expenditure by Client Population:

Stable Low Risk	\$22,661,729	16.8%
Short Stay Populations	\$19,263,307	14.3%
Chronic	\$33,555,377	24.9%
Complex Populations	\$32,217,772	23.9%
Enhanced Services Populations	\$15,008,844	11.1%
Pediatric	\$11,926,792	8.9%

Contracted Services Costs for Fiscal 2011/12:
\$134,633,821



Champlain CCAC contracted service providers:

Access Health Services
Bayshore Home Health
Carefor Health and Community Care
Communicare Health Services
Medigas
Mulvihill Drug Mart
Ontario Medical Supply
Paramed Home Health Care
Red Cross
Revera Home Health
Saint Elizabeth Health Care
VHA Rehab Solutions
WeCare Home Health



Contact us:

Champlain CCAC 100-4200 Labelle Street, Ottawa ON K1J 1J8

www.champlain.ccac-ont.ca

For information about health and social services across the Champlain region visit **www.champlainhealthline.ca**
To make a referral to the CCAC, or to inquire about our community services, please call **310-CCAC (2222)** or **1 800-538-0520**,
or write to: **information@champlain.ccac-ont.ca**

The Champlain CCAC is funded by the Champlain Local Health Integration Network (LHIN),
an agency of the Government of Ontario.

