

Growing and Staying Connected



North West
CCAC
Community
Care Access
Centre

CASC
Centre d'accès
aux soins
communautaires
du Nord-Ouest



Annual Report to the Community
2012/2013

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

Treating everyone with respect, empathy, fairness and integrity;

Fostering initiative, innovation, unity, and continuous improvement in what we do;

Actively seeking and supporting collaborative care partnerships so that clients experience integrated care;

Being client focused, open, culturally sensitive and responsive, and accountable in our relationships and all we do;

Remaining committed to our mission, vision, values and the communities and people we serve.



ACCESS

We help people access and navigate community-based services.

QUALITY CARE

We listen to and collaborate with our clients to deliver innovative high-quality care plans that effectively and safely meet their needs.

INFORMATION

We generate and share information that drives safe and effective client care across the health system, influences system decision making, and guides improved quality of care.

COLLABORATION

We inspire strong relationships, effective collaboration and meaningful communication with our system partners, service providers and the public.

PEOPLE

We are a people oriented organization that values the individual capabilities, strengths and contributions of others.

STEWARDSHIP

As stewards of public funds and public trust, we deliver value for money.

ACCOUNTABILITY

We strive for transparency and continuous improvement in everything we do.

The theme for the Annual Report this year is quite appropriately, *Growing and Staying Connected*. The Ministry of Health and Long-Term Care continues to provide funding for non-acute programs as the importance of home and community care is recognized as a priority for aging baby boomers. Home and community care is complex and, with rising demands, come new challenges. The North West Community Care Access Centre (North West CCAC) remains committed to the community. This report reflects some of our many accomplishments throughout the past year and our effectiveness in handling the increased requirements of our organization.

Many of our clients are seniors or individuals with multiple chronic conditions who receive a combination of services from more than one health service provider. The growing client volumes and increase in service requirements resulted in the need for health service providers to work together on a Capacity Plan which would free up acute care beds and support people in the appropriate setting in the community. During the 2012-13 fiscal year, new programs were funded and the initiation process required considerable consultation and collaboration with other organizations and Ministries. One example is the Mental Health and Addictions Nursing program which started in June. We are proud of the success to date, and the partnership that has been formed with the school boards. The coming year will see full implementation of the Palliative Nurse Practitioner Program and the progression of Rapid Response Nurses.

The Board of Directors spent a considerable amount of time on generative discussion and education in order to fully understand the complexities of the emerging health care issues. There were engagement sessions with other Boards of Directors of Health Care organizations in an effort to comprehend the scope and impact of these concerns. These meetings were held in various health care organizations throughout the region and included: Riverside Health Care in Fort Frances; Meno Ya Win Health Centre in Sioux Lookout and one held jointly with Thunder Bay Regional Health Sciences Centre and St. Joseph's Care Group. Many of the Board members participated in the North West Local Health Integration Network Integrated District Network planning sessions. Quality and Safety was a major focus for the Board as time was invested into the development of their own Risk Management Framework.

The Board of Directors formulated a self-assessment form for its own evaluation. The Governance Committee undertook the responsibility for recruitment. The Finance Committee met frequently to monitor the several amendments to the budget.

Quality and Safety is always at the top of the agenda and this past year the North West CCAC participated in the Accreditation Survey where exemplary status was awarded. Client Satisfaction surveys provided us favorable results and also provided good feedback with respect to areas of improvement.

To support staff with growth and expansion, investments were made in Risk Management and Change Management training. These activities will help position us for the future and ensure that the North West CCAC contributes positively as a Health System partner to serve the people of the North West Region in accordance with our Vision Statement: Outstanding care-every person-every day.

Tuija Puiras, CEO

Rob Stinchcombe, Chair



(from left to right)

front row: Rob Stinchcombe, Don Murrell, Sam Federico, Andrew Bishop, Elaine Scott Powell, Barry McBain
back row: Tuija Puiras, Bradley Coslett, Bill Baker, Shelley Peirce, Ed Morrisette
 (missing: Hal Fjeldsted)



BOARD OF DIRECTORS

The Board of Directors represent communities across Northwestern Ontario and generously volunteer their time.

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

Board Meetings are open to the public and past minutes and Board member profiles are available at www.nw.ccac-ont.ca

Board Member	Title	Term
Rob Stinchcombe	Chair	September 2012 – September 2015
Kevin Bahm	Vice-Chair	September 2011 – November 2012
R. Barry McBain	Vice-Chair	September 2012 – September 2015
R. Bradley Coslett	Treasurer	September 2012 – September 2015
Catherine Aubut	Director	September 2011 – September 2012
Bill Baker	Director	September 2011 – September 2013
Andrew Bishop	Director	September 2012 – September 2014
Sam Federico	Director	September 2010 – September 2013
Hal Fjeldsted	Director	September 2012 – September 2014
Edgar Morrisette	Director	September 2011 – September 2014
Shelley Peirce	Director	September 2012 – September 2015
Don Murrell	Director	September 2012 – September 2014
Elaine Scott Powell	Director	September 2011 – September 2013
Penny Lucas	Director	September 2011 – April 2013

Committees of the Board and Leadership

Growing and Staying Connected



Leadership Team (as of March 2013)

Tuija Puiras, Chief Executive Officer
Christy McClelland, Senior Director, Corporate Services
Paula Donylyk, Senior Director, Community Care
Chris Houle, Director, Finance & Information Management
Chrysta Burns, Senior Manager, Human Resources
Ian Ritchie, Director, Community Care
Kathryn Hughes, Director, Community Care
Nicole Brown, Senior Manager, Community Care
Kathy Bevilacqua, Executive Assistant

Committees of the Board

Client Services and Quality Committee

Shelley Peirce, Chair
 Kevin Bahm
 Bill Baker
 R. Barry McBain
 Elaine Scott Powell
 Victor Chapais
 Rob Stinchcombe (ex officio)

Risk Management & Audit Committee

Bill Baker, Chair
 Kevin Bahm
 Hal Fjeldsted
 R. Barry McBain
 Shelley Peirce

Governance Committee

J. Donald Murrell, Chair
 Kevin Bahm
 Sam Federico
 R. Barry McBain
 Hal Fjeldsted
 Catherine Aubut
 Penny Lucas
 Rob Stinchcombe (ex officio)

Human Resources Committee

Rob Stinchcombe
 R. Bradley Coslett
 R. Barry McBain
 Tuija Puiras

Finance Committee

R. Bradley Coslett, Chair (current)
 R. Barry McBain, Chair (until Sept 2012)
 Sam Federico
 Ed Morrisette
 J. Donald Murrell
 Andrew Bishop
 Kevin Bahm
 Penny Lucas
 Rob Stinchcombe (ex officio)

The North West CCAC is one of 14 community-based, independent health care agencies funded by the Ministry of Health and Long-Term Care through the North West Local Health Integration Network.

The role of the North West CCAC in Ontario's health care system is to ensure people receive the right care, in the right place, at the right time. We connect thousands of people each year with the care they need at home, at school, or in the community by:

- ~ Assessing individuals referred to the North West CCAC and arranging for health and personal support services such as nursing, rehabilitation and supportive equipment in their homes;
- ~ Managing assessments to Long-Term Care in our region and supporting individuals and families throughout the process;
- ~ Helping individuals navigate the health care system by acting as a vital link to health care services, support and resources.

Profile



Land Mass extends from White River in the East to the Manitoba border in the West, to James Bay and Hudson Bay in the North and to the United States border in the South. In total the North West CCAC covers an area of 458,010 square kilometres - approximately 47% of the Province of Ontario.

Area Population	approx. 231,000 (based on 2011 consensus)
Number of Clients Served	13,417
Number of Hospitals in the District	13
Number of Long-Term Care Homes in the District	24



Our Programs and Services

- ~ Care Coordination
- ~ Information and Referral
- ~ Long-Term Care Placement
- ~ Children's Services
- ~ School Health Support Services
 - Mental Health and Addictions Nurses in Schools
 - In-Home Support Services for medically fragile children
- ~ In-Home Services:
 - Nursing/ Personal Support & Homemaking/ Occupational Therapy/ Physiotherapy/ Nutrition/Social Work/Speech Language Pathology/Medical Supplies and Equipment
- ~ Access to Adult Day Programs
- ~ Access to Supportive Housing in Northwestern Ontario
- ~ Nurse Practitioners
- ~ Palliative Pain & Symptom Management
- ~ Rapid Response Nurses
- ~ System Navigator
- ~ Health Care Connect
- ~ Chronic Disease Prevention and Management



A Key to Connecting...Community Care Coordinators

CCAC Care Coordinators are dedicated nurses, occupational therapists, social workers and other regulated health care professionals who work directly with patients in hospitals, doctors' offices, communities, and at home to ensure that patients get the appropriate care at the right time.

CCAC Care Coordinators are connected to every part of the health care system and are focused on providing comprehensive, evidence-based health planning based on each individual patient's needs.

Our Care Coordinators are health professionals who work hand in hand with patients and their families to develop a care plan that is right for them - whether it is nursing care, meal delivery, a day program, or help finding a family doctor.

Care is delivered at the right time through efficient care coordination practices that allow for timely identification and provision of needed services.

A Client's Story...

A sixteen year old student from one of the regional high schools had difficulty coping with everyday life. She was reluctant to accept any supports or assistance as recommended by her Teachers and Counselors.

MHAN was able to meet with the student several times and identified that past childhood experiences and traumatic family events had affected her ability to accept care or trust anyone. Together with the Teachers and Counselors, MHAN identified those triggers that created the anxiety surrounding the events. The student was provided various options and resources to help her cope and move on from the events. After numerous meetings the student was willing to accept the referral for assistance and has been involved in ongoing counseling. She started to trust people again and feel better about her life and became more confident in her schooling.



Mental Health and Addictions Nurses (MHAN)

The Mental Health and Addiction Nurses (MHAN) program assists School Boards across the Northwest in providing early identification, intervention and support to protect children from the many associated costs of mental illness and addictions.

MHAN helps guide children to a safe, healthy, and happy future. The goals of the Mental Health and Addictions Nurse are to provide screening, assessment, and short-term supportive interventions to students with mild to complex mental health and/or substance abuse issues. These issues are identified by school administrators, staff and school Social Workers. Interventions can include education, counseling, supportive planning, and referral to community agencies as required. Nurses work with school staff to provide urgent crisis intervention. They may also act as a liaison with hospitals and institutions to assist students with follow-up and a plan for success.

Additionally, nurses will provide education and awareness of positive mental health promotion for the general student population.

Connecting care across the Health Continuum

Growing and Staying Connected

Care Connectors

Care Connectors

The Health Care Connect program was established in February 2009 by the Ministry of Health and Long-Term Care and the Ontario Medical Association. The goal of the program is to help patients who do not have a family physician find a Primary Health Care Provider. The North West CCAC and 13 other CCACs have designated staff called *Care Connectors* who provide information and resources to help patients access additional health and community services in their community. Care Connectors establish relationships with other Health Care Providers and connect patients with their clinics or practices.

To date the North West CCAC has helped 3,837 patients, who did not have a family physician, find a Primary Health Care Provider.

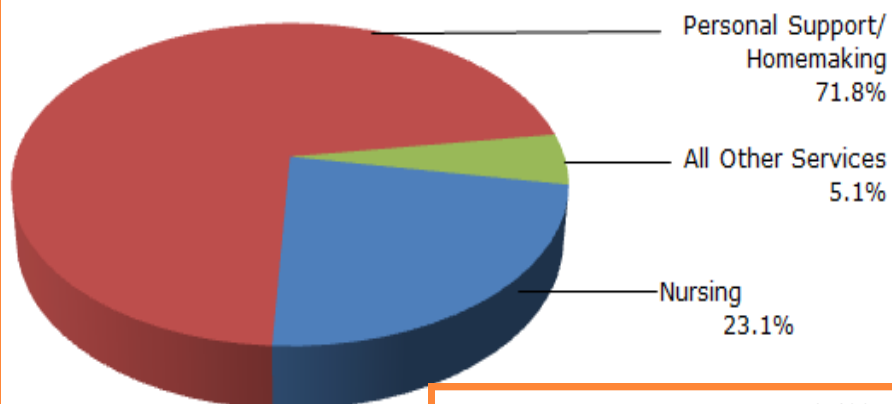


A Client's Story...

Doug had been without a health care provider for two years after his family physician retired. Upon receiving a letter from the Health Care Connect Program he contacted his Care Connector to register for the program. He had complex health conditions that required monitoring and his Rheumatologist had been providing his care while he searched for a new physician. His Care Connector assisted him with updating his health information and was successful in finding him a new family physician. The new physician was located in his neighbourhood and the office was also accessible to meet his mobility needs. After his first appointment Doug contacted his Care Connector and expressed how pleased he was with the program and that the Care Connector had "done a good job setting him up with a knowledgeable and really nice doctor". He also recommended the program to others who did not have a family physician and expressed the importance of staying in contact with the Care Connectors to keep them up-to-date on changing health conditions. He was very grateful that the program helped him get the care he needed.

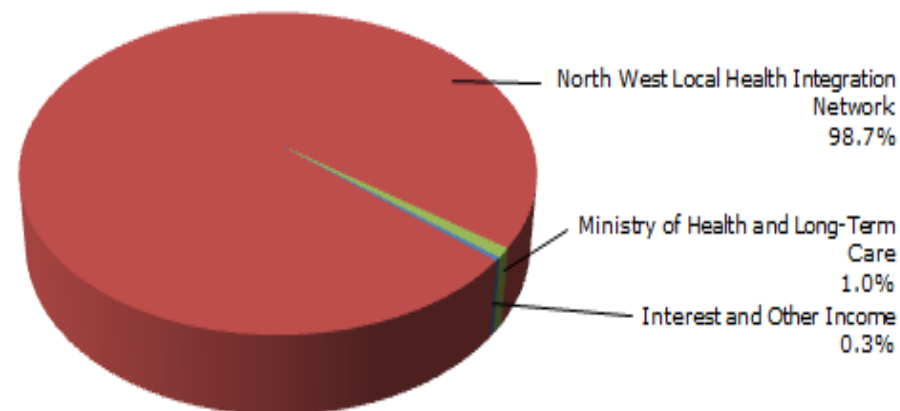
Cash Flows

Allocation of Services



Nursing Visits	178,622
Personal Support/Homemaking	555,804
All Other Services	<u>39,472</u>
	773,898

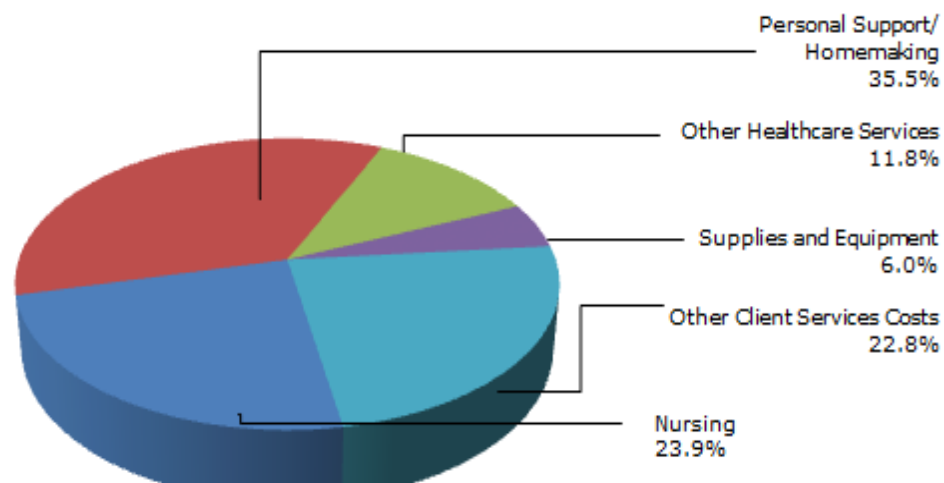
Revenue



North West Local Health Integration Network	47,752,065
Ministry of Health and Long-Term Care	451,446
Interest and Other Income	<u>163,010</u>
	48,366,521

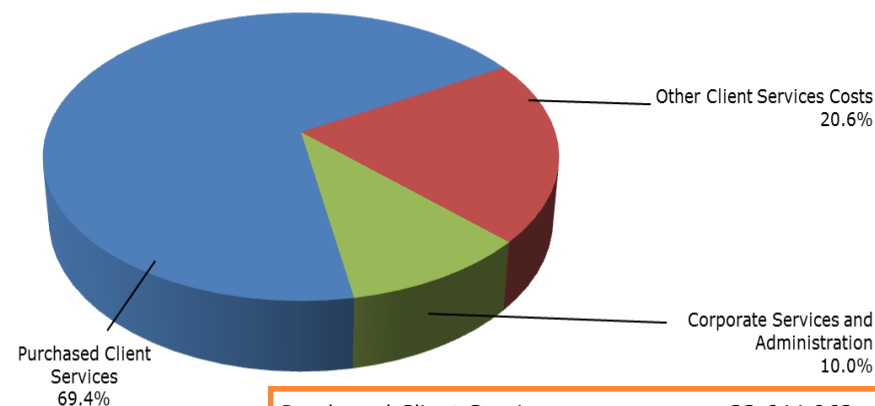
Fiscal Accountability

Client Services Expenditures



Nursing	10,422,881
Personal Support/Homemaking	15,490,082
Other Healthcare Services	5,130,372
Supplies and Equipment	2,600,728
Other Client Services Costs	<u>9,950,321</u>
	43,594,384

Expenditures



Purchased Client Services	33,644,063
Other Client Services Costs	9,950,321
Corporate Services and Administration	<u>4,861,207</u>
	48,455,591

Financial Position

As at March 31, 2013

	2013	2012
ASSETS		
Current		
Cash	\$ 5,310,920	\$ 3,998,054
Accounts receivable	254,373	246,049
Prepaid expenses	20,968	53,094
	<u>5,586,261</u>	<u>4,297,197</u>
Capital assets	223,830	326,905
	\$ 5,810,091	\$ 4,624,102
LIABILITIES		
Current		
Accounts payable and accruals	\$ 3,715,563	\$ 3,427,035
Accrued wages and employee benefits	891,324	461,898
Due to the North West Local Health Integration Network	954,600	383,489
Due to the Province of Ontario	26,357	26,357
Current portion of obligation under capital lease	<u>-</u>	<u>14,006</u>
	5,587,844	4,312,785
NET ASSETS		
Operating	<u>222,247</u>	<u>311,317</u>
	\$ 5,810,091	\$ 4,624,102

Statement of Operations

Growing and Staying Connected

Fiscal Accountability

	2013	2012
Revenue		
North West Local Health Integration Network - General	\$ 47,752,065	\$ 42,893,532
Ministry of Health and Long Term Care - Other programs	451,446	557,896
Other revenue	<u>163,010</u>	<u>282,996</u>
	48,366,521	43,734,424
Expenses		
Client services -		
Purchased services and supplies	<u>33,644,063</u>	<u>29,716,751</u>
Other client services costs	<u>9,950,321</u>	<u>9,331,792</u>
	43,594,384	39,048,543
Corporate services and administration -		
Administration	4,739,106	4,301,325
Amortization	<u>122,101</u>	<u>195,658</u>
	4,861,207	4,496,983
	<u>48,455,591</u>	<u>43,545,526</u>
Excess (deficiency) of revenue over expenses for the year	\$ (89,070)	\$ 188,898

Statement of

Cash Flows

Growing and Staying Connected

Fiscal Accountability

	2013	2012
Cash provided by (used for) the following activities		
Operating		
Cash received from funding agencies and customers	\$ 48,913,777	\$ 44,194,595
Interest received	24,991	22,146
Cash paid to suppliers and employees	(47,583,408)	(42,933,920)
	<u>1,355,360</u>	<u>1,282,821</u>
Financing		
Repayments of capital lease obligation	<u>(14,006)</u>	<u>(2,801)</u>
Capital activities		
Purchases of capital assets	<u>(28,488)</u>	<u>(367,751)</u>
Increase in cash resources	1,312,866	912,269
Cash resources, beginning of year	3,998,054	3,085,785
Cash resources, end of year	\$ 5,310,920	\$ 3,998,054

**Complete audited statements available upon request.*

Know 2012-2013

By the Numbers...

- ~ Our employees helped **4,669** people to return home after a hospital stay.
- ~ Our employees completed **10,786** visits with people to talk about what services they need to be as independent as possible.
- ~ On any given day there were **4,680** people receiving services from the North West CCAC
- ~ Our employees helped **637** people access a Long-Term Care Home.
- ~ Our employees helped **1,819** children by setting up the services they need to go to school everyday.
- ~ Our employees connected **949** people to a primary care provider.

What our Clients are saying...

"Almost all of our dealings were with the Community Care Coordinator and she was professional and very good to deal with".

"Exceptionally satisfied with the care North West CCAC provided to my husband".

"As far as I am concerned North West CCAC had everything perfect".

Accredited with Exemplary Status

The North West CCAC recently received the highest possible rating from Accreditation Canada "Accreditation with Exemplary Standing." The North West CCAC met more than 97% of the requirements of the accreditation program and is considered a top performer in health care.

Accreditation Canada is an independent, not-for-profit organization that sets standards for quality and safety in health care. Involvement in the Accreditation program provides a great opportunity to review our organization's policies, processes and systems. Our participation in the program indicates our definitive action to mitigate risks and improve care and organizational performance.

The accreditation process is another way of validating our continued commitment to improve quality and safety in the services we offer to our clients and community.



Our Contracted

Service Providers

Quality Care...

In addition to the provision of care by our North West CCAC staff our clients may receive direct care from nurses, therapists, nutritionists, and personal support workers. Our clients may also receive medical equipment and medical supplies. Our contracted Service Providers provide these services and together we are partners in providing quality care.

What our Clients are saying...

"Very pleased with the service providers - also very happy that they looked at the safety factors in the home and the client appreciated this".

"Felt it was a very 'positive' experience".

"They are very caring".

"I have had a good experience and it all went really well".

OUR CONTRACTED SERVICE PROVIDERS:

Atikokan General Hospital: Physiotherapy, Occupational Therapy

Bayshore Home Health: Nursing, Personal Support & Homemaking

Creative Therapy Associates: Occupational Therapy, Speech Language Pathology

Dryden Regional Health Centre: Physiotherapy, Occupational Therapy, Nutrition

Firefly: Speech Language Pathology

Kenora Physiotherapy and Sports Injury Centre: Physiotherapy, Occupational Therapy

Lake of the Woods District Hospital: Nutrition

Manitouwadge General Hospital: Nursing

New Hope Speech Language Pathology Services: Speech Language Pathology

Northwestern Independent Living Services Inc.: Personal Support & Homemaking

Partners in Rehab: Physiotherapy, Occupational Therapy, Speech Language Pathology

Red Cross: Personal Support & Homemaking

Revera Health Services: Nursing, Personal Support & Homemaking, Nutrition

Riverside Health Care Facilities Inc.: Nutrition

Saint Elizabeth Health Care: Nursing, Personal Support & Homemaking

Sean Sloan: Physiotherapy

Shoppers Drug Mart Inc.: Medical Supplies and Equipment

Superior Speech Services: Speech Language Pathology

Superior Therapy Services: Occupational Therapy

Tilley's Pharmacy: Medical Equipment & Supplies

Trout Forest Physical Therapy: Physiotherapy

Victorian Order of Nurses: Nursing, Personal Support & Homemaking, Physiotherapy, Social Work

Woit's Pharmacy: Medical Supplies & Equipment

Grow and Stay Connected

The Upcoming Year will no doubt bring more challenges and we are confident we have the right people, the right leadership, and the right partnerships to meet those challenges.

We remain dedicated to our vision and our commitment to improve the quality of care we provide to our community.

Some of our priorities for the upcoming year are:

- ~ Rapid Response Nursing
- ~ Telehomecare
- ~ Public Reporting of Quality Improvement Plans
- ~ Health Links
- ~ Integrated Electronic Health Records



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Copies of this Report can be obtained from the North West Community Care Access Centre Head Office in Thunder Bay or as a pdf from the website at www.nw.ccac-ont.ca



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The North West Community Care Access Centre is funded by the Government of Ontario through the North West Local Health Integration Network.



Ontario

North West Local Health
Integration Network
Réseau local d'intégration
des services de santé
du Nord-Ouest

Disponible en français.