

Partnering in Care



***Our Annual Report to the Community
2013/2014***

Partnering in Care



“ Through dedication, commitment and team effort, the North West CCAC and Wesway have developed an exceptionally strong, respectful partnering relationship. The North West CCAC should be commended for promoting a client-centred culture and for respecting the rights of people to choose the care options that best suit their individual needs. As partners, we continue to champion efforts to challenge ourselves and each other to consistently look at services and supports through the eyes of our clients and caregivers. Wesway is proud of the countless success stories that have resulted from our robust connections with CCAC through all levels of our respective organizations. ”

“ The significant need for patient care during extraordinary emergency events has precipitated a collaborative and enthusiastic partnership between the North West CCAC and Thunder Bay Fire Rescue (TBFR). The North West CCAC has clearly demonstrated the willingness to be a committed partner during emergency incidents. Their focus on the delivery of care and support to evacuees from Northern Ontario First Nations communities shows their commitment to providing care. TBFR values the partnership with the North West CCAC and applauds the North West CCAC for being a passionate advocate of care needs and a strong community partner. ”

“ The North West CCAC is an integral partner of Thunder Bay Regional Health Sciences Centre (TBRHSC) and we work together to facilitate over 4,000 patient discharges per year. TBRHSC is adapting to the healthcare needs of our population and we have collaborated with the North West CCAC to implement a number of strategic initiatives (e.g., Home First, Resource Matching & Referral, System-Wide Surge Planning, Telehomecare and the Nurse Lead Outreach Team) to support the continuity of high quality care within our community. The North West CCAC is undoubtedly helping TBRHSC to shape its future and achieve our vision: Healthy Together. ”

“ The North West CCAC is a key partner of St. Joseph's Hospital at both operational and strategic levels. Inpatient case managers work closely with St. Joseph's Hospital interprofessional teams to ensure safe, smooth and timely transitions of our clients back into the community through family meetings, team huddles and joint discharge planning meetings. St. Joseph's Hospital and North West CCAC collaborate to identify and bridge system barriers to allow flow through the healthcare system. Thanks to North West CCAC, our clients receive the care, commitment and compassion that we value as a corporation. ”

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.

OUR

Strategic Directions

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.



About the North West CCAC

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.



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.



Area Population	approx. 231,000 (based on 2011 consensus)
Number of Clients Served	14,439
Number of Hospitals in the District	13
Number of Long-Term Care Homes in the District	24

A Message from the

Board Chair and CEO

Health Care systems are complex and the North West Community Care Access Centre (North West CCAC) recognizes the importance and value of partnerships for improving the 'patient journey' through the system. We are committed to enhancing the patient experience as a health system partner. "Partnering in Care" is the theme for this year's Annual Report and we look forward to strengthening our partnerships in the coming years.

Partnerships in care require a strong sense of purpose as organizations work together to provide services across the continuum and create capacity for the system. This year the Thunder Bay Capacity Plan was completed in partnership with the North West Local Health Integration Network, St. Joseph's Care Group and Thunder Bay Regional Health Sciences Centre. The goal of the work was to improve the system so that people will be able to access the right services needed that particular time.

Throughout the winter we once again experienced an excessive demand for services as referrals increased from hospitals and the community while access to Long-Term Care Homes continued to be limited. Throughout the influx, Service Providers worked collectively with North West CCAC staff to ensure that resource allocation followed leading practice guidelines and people received the required services.

Our expansion of new services continued and we introduced the Telehomecare Program in collaboration with the Ontario Telehealth Network. Other new programs included the Mental Health and Addiction Nurses in school boards, Rapid Response Nurses at hospitals and Palliative Care Nurse Practitioners.

Sharing of information is an important component of partnerships and we spent a considerable amount of time working intensively on a number of eHealth projects. The goal of the projects is to be able to share pertinent information about a person's care plan between various health service providers. Also, when referrals from one setting to another are transferred electronically there is greater opportunity for improved transitions.

The work plan for the Board of Directors was refreshed this year with new Strategic Priorities. The Board's key priorities will be to determine what partnerships are required in order to address key system-wide issues affecting health care delivery in our region. The Board of Directors is also continuing to refine the Governance Risk Framework that will guide their activity. In addition, developing an understanding of First Nations community care needs was identified as a priority for the next two years.

We anticipate there will continue to be rapid growth and change in Community and Home Care throughout the coming years and we are committed to be responsive, adaptable and flexible to the trend. We would like to extend our thanks and appreciation to the people and their families who receive services from the North West CCAC, our staff and all our partners who work so closely with us. We all have the same goal: Outstanding care - every person, every day.

Tuija Puiras, CEO

Rob Stinchcombe, Chair

OUR

Committees of the Board and Leadership

Leadership Team *(as of March 2014)*

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

Sandy Isfeld, Director, Community Care

In Memory

John Donald James Murrell

“Don”

The North West CCAC mourns the loss of our long-time and founding Board Member, Don Murrell, who passed away in May 2014.

Don unstintingly dedicated himself to his community, which was clearly evident by his volunteerism with so many organizations. Don was first appointed by the Minister of Health to the CCAC of the District of Thunder Bay in 1996 and was its founding Chair. He was then appointed by the Minister as Chair to the North West CCAC in 2006, and had served continuously as Chair until 2011. His enthusiasm, mentorship and keen insight were always welcomed and his guiding principles are very much a part of our organization.

We are truly grateful for the start that Don gave us, and appreciative of the time, effort and unwavering support he so graciously provided for us.



Client Services & Quality Committee

Shelley Peirce, Committee Chair

Barry McBain

Elaine Scott Powell

Victor Chapais

Cindy Jarvela

Wayne Gates

Rob Stinchcombe (ex-officio)

Finance Committee

Barry McBain, Committee Chair

Andrew Bishop

Bradley Coslett

Edgar Morrisette

Donald Murrell

Rob Stinchcombe (ex-officio)

Governance Committee

Donald Murrell, Committee Chair

Jim Restall, Acting Committee Chair

Barry McBain

Wayne Gates

Rob Stinchcombe (ex-officio)

Risk Management & Audit Committee

Bill Baker, Committee Chair

Barry McBain

Shelley Peirce

Rob Stinchcombe (ex-officio)

Human Resources Committee

Rob Stinchcombe, Committee Chair

Bradley Coslett

Barry McBain

Donald Murrell

OUR

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.healthcareathome.ca/northwest

Board Member	Title	Term
Rob Stinchcombe	Chair	September 2012 – June 2015
R. Bradley Coslett	Vice-Chair	September 2012 – June 2015
R. Barry McBain	Treasurer	September 2012 – June 2015
Bill Baker	Director	June 2013 – June 2016
Andrew Bishop	Director	September 2012 – June 2014
Hal Fjeldsted (LOA)	Director	September 2013 – October 2013
Wayne Gates	Director	October 2013 – March 2014
Cindy Jarvela	Director	June 2013 - June 2016
Edgar A. Morrisette	Director	September 2011 – June 2014
J. Donald Murrell	Director	September 2012 – May 2014
Shelley Peirce	Director	September 2012 – June 2015
Elaine Scott Powell	Director	September 2013 – June 2016
Jim Restall	Director	June 2013 – June 2016

(from left to right)

front row: Ed Morrisette , Betty-Anne Grey, Andrew Bishop, Barry McBain, Cindy Jarvela, Elaine Scott Powell,
back row: Rob Stinchombe , Bill Baker, Bradley Coslett, Shelley Peirce, Tuija Puiras, Jim Restall



Partnering in Care

Where & When it is Needed

Angelo's Story

Angelo has been a client of the North West Community Care Access Centre for the past two years. He was hospitalized due to a stroke, has right sided weakness and difficulty speaking. After hospital rehabilitation he was discharged home with CCAC services and a referral for the neurology day program at St. Joseph's Care Group. Angelo has multiple complex health issues and his goal is to remain at home for as long as possible. Angelo's right sided weakness keeps him from being able to complete his activities of daily living independently. He has CCAC homemaking almost daily to assist with his personal care and to provide respite for his spouse Mary who is his primary caregiver. Mary is very supportive and a great advocate for Angelo's needs. They also have three children who are very supportive and get together every Sunday night for dinner at Angelo and Mary's home. Mary keeps Angelo motivated to be involved in the community and Angelo attends a program at the Canada Games Complex in order to keep him active and provide social interaction. His Wesway worker meets him at the Canada Games Complex so that he can assist him in participating in the program. Wesway also provides support in the home and Angelo's dedicated Wesway worker, Shawn, has been taught to give insulin, helps Angelo with lunch and with his personal care needs. Angelo has been able to remain at home for two years since having his stroke with the assistance of his spouse Mary, CCAC and Wesway services.

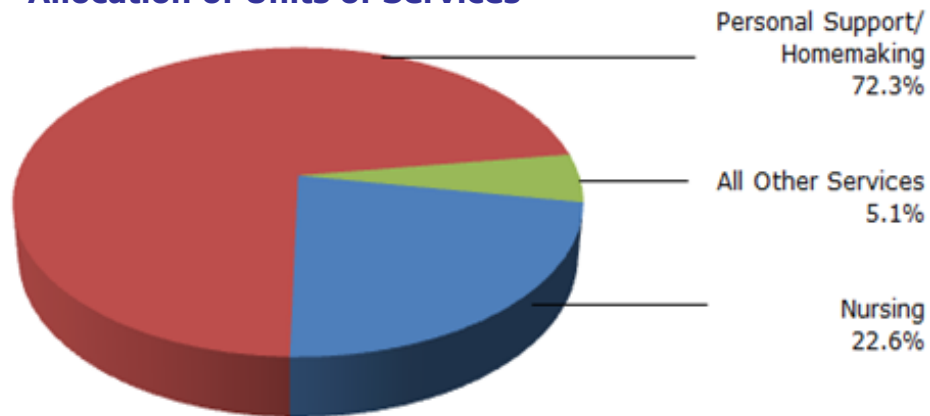
Pat's Story



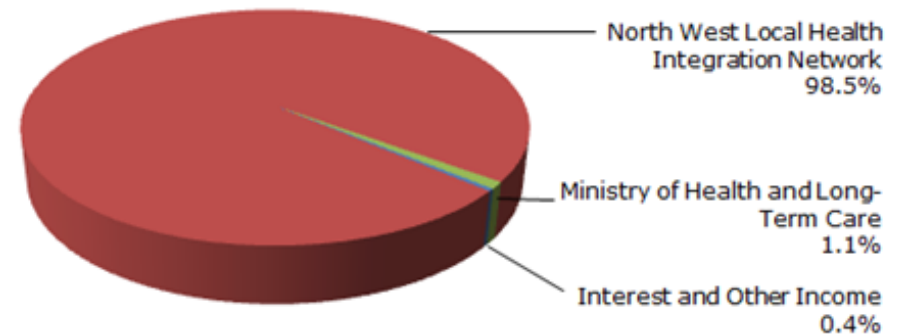
Pat has been a client of the North West CCAC since 2010. His wife Evelyn had called the North West CCAC after Pat had suffered a stroke while they were vacationing. She felt she needed to have some planning in place, in the event she was unable to care for him any longer. The North West CCAC coordinator met with Pat and Evelyn to discuss Evelyn's concerns about feeling uncomfortable leaving Pat home alone despite Pat's independence with his activities of daily living. The Coordinator was able to provide respite as well as a referral to Wesway. Pat now has two dedicated workers from Wesway who visit every Tuesday and Thursday. This allows Evelyn to attend her appointments and Pat is able to socialize with his workers and plays a couple of games of cribbage. Evelyn had noticed some cognitive changes in Pat and changes in his behavior. The Alzheimer's Society became involved and assessment confirmed a diagnosis of dementia. Pat began attending the Manor House Day Program in order to give Evelyn a bit of a break and help Pat to socialize. As Pat's dementia progressed, Evelyn required more help. The North West CCAC was able to offer respite time and Veteran's affairs started to assist with light housekeeping. Over the last couple of years, Evelyn started needing more respite service on a monthly basis and schedules Pat for a week at the new Wesway respite home. Evelyn feels refreshed and is better able to care for Pat when he is home. Pat continues to remain at home with the assistance of his spouse Evelyn, Wesway, Veterans Affairs, the Alzheimer's Society and the North West CCAC.

Financials at a Glance

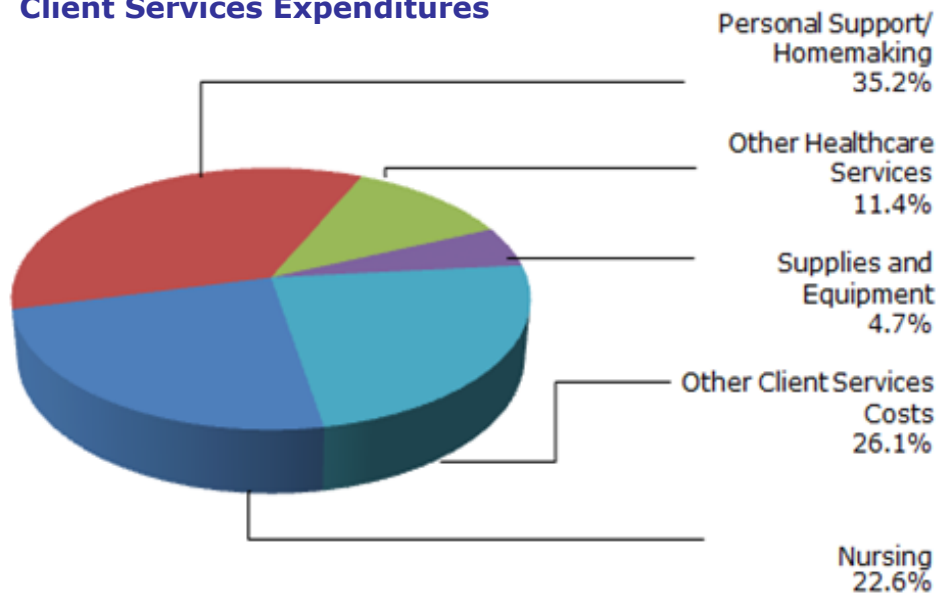
Allocation of Units of Services



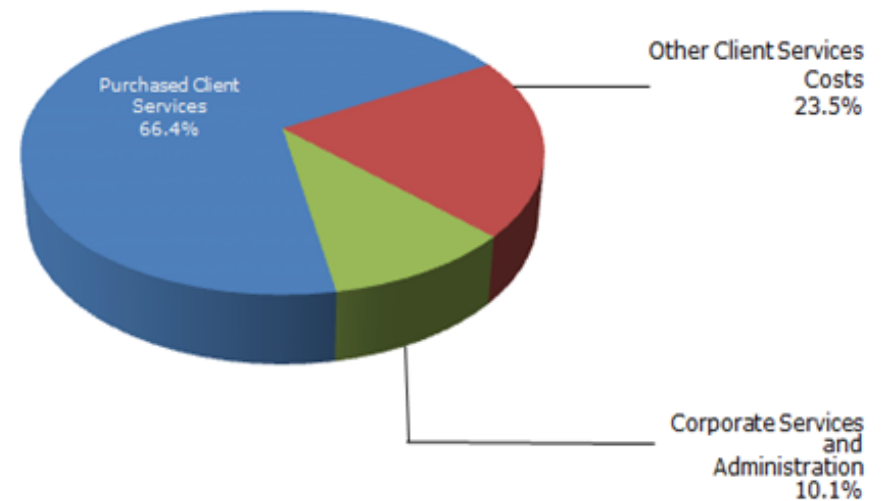
Revenue



Client Services Expenditures



Expenditures



Statement of Financial Position

As at March 31, 2014

	2014	2013
ASSETS		
Current		
Cash	\$ 4,992,479	\$ 5,310,920
Accounts receivable	196,578	254,373
Prepaid expenses	41,871	20,968
	5,230,928	5,586,261
Capital assets	148,170	223,830
	\$ 5,379,098	\$ 5,810,091
LIABILITIES		
Current		
Accounts payable and accruals	\$ 3,409,145	\$ 3,715,563
Accrued wages and employee benefits	882,747	891,324
Due to the North West Local Health Integration Network	914,260	954,600
Due to the Province of Ontario	26,357	26,357
	5,232,509	5,587,844
NET ASSETS		
Operating	146,589	222,247
	\$ 5,379,098	\$ 5,810,091

Statement of Operations

Year Ended March 31, 2014

	2014	2013
Revenue		
North West Local Health Integration Network - General	\$ 51,381,279	\$ 47,752,065
Ministry of Health and Long Term Care - Other programs	592,990	451,446
Other Revenue	214,278	163,010
	52,188,547	48,366,521
Expenses		
Client services -		
Purchased services and supplies	34,702,411	33,644,063
Other client services costs	12,257,430	9,892,409
	46,959,841	43,536,472
Corporate services and administration -		
Administration	5,172,720	4,797,018
Amortization	131,644	122,101
	5,304,364	4,919,119
	52,264,205	48,455,591
Deficiency of revenue over expenses for the year	\$ (75,658)	\$ (89,070)

OUR

Statement of Cash Flows

Year Ended March 31, 2014

Fiscal Accountability

	2014	2013
Cash provided by (used for) the following activities		
Operating		
Cash received from funding agencies and customers	\$ 52,169,472	\$ 48,913,777
Interest received	36,530	24,991
Cash paid to suppliers and employees	(52,468,458)	(47,583,408)
	(262,456)	1,355,360
Financing		
Repayments of capital lease obligation	-	(14,006)
Capital activities		
Purchases of capital assets	(55,985)	(28,488)
Increase (decrease) in cash resources	(318,441)	1,312,866
Cash resources, beginning of year	5,310,920	3,998,054
Cash resources, end of year	\$ 4,992,479	\$ 5,310,920

*Complete audited statements available upon request.

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
- **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 Care Partners:** 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
- **Trout Forest Physical Therapy:** Physiotherapy
- **Victorian Order of Nurses:** Nursing, Personal Support & Homemaking, Physiotherapy, Social Work

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.



By the Numbers



Our employees connected 2,755 people to a primary care provider.

On any given day there were 5,029 people receiving services from the North West CCAC

Our employees completed 11,561 visits with people to talk about what services they need to be as independent as possible.

Our employees helped 2,133 children by setting up the services they need to go to school everyday.

Our employees helped 566 people access a Long-Term Care Home.

Our employees helped 4,497 people return home after a hospital stay.



What our Employees are saying...

91.2% of our Employees understand the goals of the North West CCAC.

84.1% rate the North West CCAC as a good place to work.

79.2% of our Employees are satisfied with their current job.

74.6% of our Employees are proud to tell others they are part of the organization.

75.4% of our Employees have similar values to the North West CCAC's values.

87.7% of our Employees work together and help each other out.

88.8% of our Employees treat each other with respect.

82.5% of our Employees feel they have a good work/life balance.



that Inspires

The North West CCAC Telehomecare Program was launched in November 2013. Telehomecare is a self-management model for patients with COPD and heart failure. It provides monitoring and coaching to encourage and empower patients to better manage their health from home. Simple to use equipment is supplied to patients in their homes which is connected through a phone line or internet for remote monitoring. Currently the program is available in the Thunder Bay area with two registered nurses providing care. The program will be expanded out to the region in the next fiscal year. Telehomecare does not replace regular patient visits - it fills the gaps between them.

"It is like having your own nurse in your home daily...They know your issues and needs. What a fantastic service! What a fabulous way to keep patients out of hospital!"

telehomecare 

A Telehomecare Patient.

healthychange
Chronic Conditions Self-Management

Partnerships have been instrumental to the success of the Chronic Disease Self-Management Program. More recently, relationships have developed with many First Nations communities as a result of the connections provided through the North West Local Health Integration Network Aboriginal Planning and Community Engagement Consultant. The relationships have provided a new avenue to reach out to our regional communities and provide the support and resources for chronic disease management. Various First Nations communities had the opportunity to view an Emmy nominated film that provided more education of chronic disease screening and management. "Walking into the unknown" was provided to Sandy Lake, Fort Hope, Grassy Narrow, Whitefish Bay and the Fort William First Nations. The Healthy Change Chronic Disease Self-Management Program continues to grow and now has over 120 volunteer peer leaders and clinicians delivering the program in over 21 communities. Since the program is anchored to a variety of regional health care and community organizations, partnerships have been an essential part of its success.



Care where it is needed.

John and Eileen have been clients of the North West CCAC since 2007. I had the pleasure to get to

know them just in the last couple of years since I started working on the complex team as a Community Care Coordinator. Eileen was the primary caregiver for her husband (who was living with Alzheimer's disease) when she became quite ill intermittently and ended up in hospital. On numerous occasions in the last 2 years, I would get a phone call from one of her daughters, Wesway, or Eileen herself would call from the emergency department requesting help her with respite for her husband while she recovers. The North West CCAC, Wesway and VON collaborated many times to ensure that John would have minimal interruption in his regular schedule between staying at "the hotel" (short stay respite at Wesway) and in home respite provided by the staff who were most familiar with him to fill in the gaps. Eileen was discharged from her last hospital stay with a very poor prognosis and immediately a meeting was arranged in her home to talk about the short term goals and the long term plans for John. North West CCAC, Wesway, VON, Bayshore and the family worked together to provide a plan of care that would utilize the providers already familiar with the client and family. Thankfully the staff were all quite willing to help out any way they could and were able to develop a simple calendar of visit dates and times for the family to keep on hand, which I feel helped the family to cope better at such a difficult time. The Bayshore Nurse visited regularly at home and the primary physician made a home visit when required. Unfortunately Eileen has since passed away but I am proud that we had a strong team that worked very closely together and kept John and Eileen in their home with their loving family by their side, which was exactly where they wanted to be. The team was acknowledged beautifully by the family in the eulogy for Eileen. As well, at a recent follow-up meeting the family voiced how thankful they were for the team and their abilities to make a difficult journey a little more comforting. As a team, we will continue to care for John, with the help of valuable programs, to ensure that we provide the quality of care that Eileen would expect for her loving husband of 62 years.

The Board selected three Strategic Priorities that will guide their activities and direct their operational Plan in the next few years.

North West Community Care Access Centre Board Strategic Priorities for 2014-2016

Stakeholder Respect & Trust

To develop a better understanding of key system-wide issues that impacts our ability to deliver quality community care.

Key activities:

- Establish effective collaborative processes with key partners.
- Actively participate to improve system capacity.
- Address priority issues.

Quality & Safety

To implement risk governance framework.

Key activities:

- Increase Board effectiveness by identifying Governance level risks.
- Expand and sustain the risk management framework and appropriate tools to guide Board activity to address organizational risks.

Diversity within System Integration

To develop a better understanding of community care needs for First Nations.

Key activities:

- Build effective relationships with First Nations representatives, NWLHIN leads and funders.

Thunder Bay (Head Office)
961 Alloy Drive
Thunder Bay, ON P7B 5Z8
Tel: 1 807 345 7339
Toll-free: 1 800 626 5406

Atikokan
120 Dorothy Street
Box 1438
Atikokan, ON P0T 1C0
Tel: 1 807 597 2159
Toll-free: 1 877 661 6621

Dryden
6 – 61 King Street
Dryden, ON P8N 1B7
Tel: 1 807 223 5948
Toll-free: 1 877 661 6621

Fort Frances
110 Victoria Avenue
Fort Frances, ON P9A 2B7
Tel: 1 807 274 8561
Toll-free: 1 877 661 6621

Geraldton
510 Hogarth Avenue West
Geraldton, ON P0T 1M0
Tel: 1 807 854 2292
Toll-free: 1 866 449 2424

Nipigon
125 Hogan Road
Box 37
Nipigon, ON P0T 2J0
Tel: 1-807-887-5862

Kenora
35 Wolsley Street, Suite #3
Kenora, ON P9N 0H8
Tel: 1 807 467 4757
Toll-free: 1 877 661 6621

Marathon
26 Peninsula Road
Box 1559
Marathon, ON P0T 2E0
Tel: 1 807 229 8627
Toll-free: 1 866 449 3313

Rainy River
113 – 4th Street
Box 457
Rainy River, ON P0W 1L0
Tel: 1 807 852 3955
Toll-free: 1 877 661 6621

Red Lake
200A Howey Street
Box 219
Red Lake, ON P0V 2M0
Tel: 1 807 727 3455
Toll-free: 1 877 661 6621

Sioux Lookout
37 Front Street
Box 657
Sioux Lookout, ON P8T 1B1
Tel: 1 807 737 2349
Toll-free: 1 877 661 6621



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.healthcareathome.ca/northwest

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



Disponible en français.

Visit us at:

www.healthcareathome.ca/northwest

