



***Delivering quality care
in the home and community***



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

- ▶ **Patient-centred service** that encourages wellness, enhances user experience and surpasses patient expectations
- ▶ **Leadership** that inspires excellence
- ▶ **Integrity, trust, respect and professionalism** that characterizes all of our relationships
- ▶ **Communication** that is accessible, open, transparent and understandable in our culturally diverse community
- ▶ **Collaboration** that drives innovation and creativity in our quest to successfully manage continuous change

1.8 million

people live in the highly diverse communities of South Simcoe, York Region, North York and areas of northern Toronto that are served by the Central CCAC



"When my mother was diagnosed with cancer, the Central CCAC was there to help ease the emotional and financial burden on our family. The people who came to look after her were skilled and proactive, and knew exactly what to look for. They really kept her spirits up. It was a blessing to have my mom here with me at home in her final days. Our experience has been amazing and I am so grateful for the exceptional care and support of the Central CCAC."

Cathie B., caregiver

Mort and Sandi's story

Caring, supporting and advocating for patients and families

Thanks to the Central Community Care Access Centre, Mort Covens is enjoying life at home with his wife, instead of moving into a long-term care home



Mort and Sandi Covens

Last summer, 72-year old Mort Covens – who has Parkinson's, arthritis, diabetes and high blood pressure – was admitted to hospital. When his treatment was completed, plans for his continued recovery were needed as he could not walk and had trouble managing his personal needs.

"At the end of his six-week hospital stay it was suggested he go into a nursing home. After almost 50 years of marriage, this was not going to happen," says his wife Sandi.

That's where Central CCAC has made the world of difference. It started with *Home First*, which provides patients with extra services for up to sixty days and intense care coordination so they can be safely discharged from hospital.

Central CCAC arranged for specialized equipment, nursing for wound care, personal support and intense physiotherapy. These promoted Mort's recuperation and gave the couple time to consider if caring for him at home was still realistic.

"I spent a lot of time getting to know what was important to Mort and Sandi, so I was able to recommend the available care and services that would be most appropriate as his health needs changed over time," says care coordinator Agata Miskowiec. "This made it possible for Mort to continue living at home in the community with his wife, which is where he wants to be."

CCAC organized short stay respite care to give Sandi time to find them a new place to live

and advocated to get Mort into a convalescent care program, where his health and mobility improved even further.

With the care of his wife, regular CCAC services and other community supports, Mort is now managing his personal care and daily activities. He is able to get around with the help of a walker and sometimes even just a cane.

"When we are out for lunch or at the barber I look at him and am so thankful we didn't give up on him," says Sandi. "Every day is not without its challenges but Mort has entered a good, healthy place in his life. From the bottom of our hearts, we thank everyone involved with his recovery."

"Mort has entered a good, healthy place in his life. From the bottom of our hearts, we thank everyone involved with his recovery."

Sandi C., family member

A Message from the Board Chair and Chief Executive Officer

Better care, better access and better value remained our top priorities in 2012-2013

Delivering quality care in the home and community where patients most want to be is the motivation for everyone at the Central CCAC

As highlighted in the patient and caregiver story that begins our Annual Report to the Community for 2012-2013, delivering quality care in the home and community where patients most want to be is at the heart of the Central Community Care Access Centre (CCAC).

Central CCAC makes it possible to get care at home that was previously provided in hospitals and long-term care homes. Last year, we introduced new services for at-risk youth with mental health and addictions issues; nurse practitioners so palliative patients can remain at home; and rapid response nurses to ease the transition from hospital to home for people with significant medical conditions.

We continued to focus on quality care and patient safety, improving home care services by leading groundbreaking research, talking with patients, caregivers and our health care partners, and adopting technology that makes us more efficient and helps patients achieve better health outcomes.

Challenged by rapid population growth and increased complexity of care needs, through hard work and dedication Central CCAC managed our financial pressures and balanced our budget. At the same time, we continued to innovate, lead change in the health system and deliver quality care.

We are excited to have begun working with our partners on the newly announced Health Links. These patient care networks present a real opportunity to demonstrate collaborative leadership that organizes care around the needs of the patient and strengthens the health system, which are long-standing goals of the Central CCAC.

Our accomplishments this year were thanks to the leadership of our Board of Directors, the commitment of our staff, the support of the Central Local Health Integration Network (LHIN) and the collaboration of our many health and community partners. A special thank you to caregivers for all they do.



Teddene Long
Board Chair



Cathy Szabo
Chief Executive Officer

Board of Directors

The following individuals served on the Board of Directors during the 2012-2013 fiscal year:

Teddene Long (*Chair*)
Nevzat Gurmen (*Vice Chair*)
Joe Parker (*Treasurer*)¹
Katherine Berg²
Eugene Cawthray
Dennis Darby²
Mike Dibden³
Lorraine French⁴
Susan Kwolek
David Lai
Al Luciani
Cathy Szabo (*Board Secretary*)

Full biographies of our Board members are available at www.central.ccac-ont.ca

¹ Appointed in April 2012

² Appointed February 2013

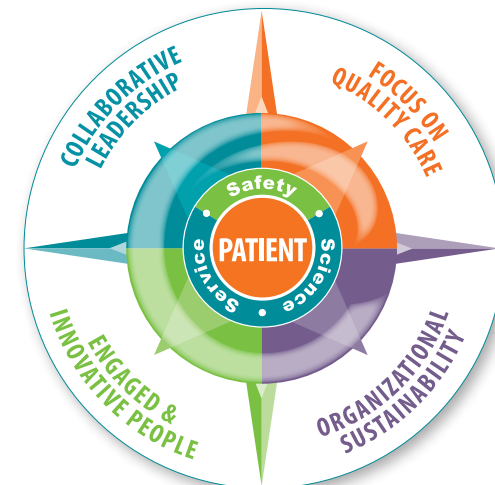
³ Appointed July 2012

⁴ Resigned April 2012

2012-2013 Highlights

Delivering on our commitment to timely, high quality care and services

Our patient-centred Strategic Plan, and quality framework of safety, science and service make it possible



In 2012-2013, we provided more care and services than in the previous year, which helped more people to have a healthier, better quality of life

care & services

71,500+	Number of patients to whom we provided care and services, 4% more than the previous year
92%	Percentage of Central CCAC's total funding spent on patient services
30,000+	Number of patients we supported on any given day
35,000+	Number of patients who were able to come home directly from hospital as a result of Central CCAC care and services
18%	Percentage of our patients with very high needs that we served in the community as of March 31, 2013, 5% more than one year ago
51%	Percentage of our patients with high needs that we served in the community as of March 31, 2013, 6% more than one year ago
45%	More people received quality, specialized nursing care through our community clinics than the previous year
2,245	Number of people who moved to long-term care through the Central CCAC
33%	More patients than in the previous year, supported by <i>Home First</i> to go home from hospital before having to determine if living at home is still possible
2,900,000+	Hours of personal support provided to help frail seniors and others with complex health issues manage their personal care
599,000+	In-home nursing visits provided, which includes care for those who wish to die at home

Awards and Recognition



Recognized jointly or individually as winners in four of the six **Awards of Excellence** categories at the 2012 OACCAC Knowledge and Inspiration Conference



Earned **Gold** for the second year in a row at the 2012 Quality Healthcare Workplace Awards



Named one of **Greater Toronto's Top 100 Employers** for the third year running



Won a total of **\$22,500** for our Medication Management Support Services from Canada Health InfoWay's ImagineNation Challenge

The difference Central CCAC makes

Helping people get the right care and support, at home and in the community

Care coordinators use their clinical expertise and knowledge to help people make good decisions, by sharing information and offering insight into how the available care options may help



Every day the Central CCAC provides care to over 30,000 people, including those with complex and chronic health conditions, medically fragile children and people who want to remain at home at the end of their lives.

This work is made possible by Central CCAC's care coordinators – dedicated nurses and other regulated health professionals who use their clinical expertise and in-depth knowledge of health and community services to help people get the right care and support.

Working with patients, caregivers, primary care providers, therapists, social workers, pharmacists and community agencies, and supported by a standardized health assessment tool, care coordinators develop customized care plans based on each patient's unique needs and personal health goals.

Care plans may include in-home CCAC health services, nursing care at a CCAC clinic, or a community service such as Meals on Wheels or transportation. Care coordinators also monitor patients' changing health over time and work with the care team to adjust the care plan.

When people can no longer live safely at home, care coordinators help them select the right alternative such as assisted living or long-term care.

Our typical patient may be

- ▶ Recovering from surgery or illness
- ▶ Returning home from hospital or rehabilitation
- ▶ Suffering from a chronic or terminal condition
- ▶ A senior who can no longer live safely at home
- ▶ A child with special health needs
- ▶ Someone looking for information about health or community care options

"I think the value in my role is in building relationships. I listen to what patients and their families need and want, then help them understand and choose the best care, services and community supports available to improve their health and quality of life."

Kimberly S., Central CCAC Care Coordinator

Focus on Quality Care

Building a culture of continuous quality improvement

We are committed to continually improving our care and services, based on what we hear from our patients, caregivers, staff and health care partners

Key accomplishments 2012-2013

- ▶ Kept our **patient-centred focus** by beginning our meetings with a patient story and by including patients and caregivers in our service planning and improvement events
- ▶ Held **35 quality events** with over 220 patients, caregivers, staff and health and community partners to find better ways of working together to meet patient needs
- ▶ Participated as one of six Canadian health care organizations in **Safety at Home**, a research study to identify the root causes of risk incidents in home care, aimed at delivering safer care
- ▶ Improved the quality and safety of the care we deliver, through our **innovative research study** with a panel of national experts and the University of Toronto, to identify and address Never Events (errors that should never occur) in community care
- ▶ Upgraded our **quality reporting system** to include more members of the care team and to help everyone quickly and easily report and follow up on risks to patients. On our annual Patient Safety Culture survey, we have seen a 5% increase in staff indicating they have a quick and easy process for reporting safety incidents



91%

of our patients surveyed by an independent research firm consistently rated their Central CCAC services positively

"For Central CCAC to really know how to respond to patients, they have to see things from the patient's point of view and so I think it was very insightful of them to seek that perspective. I'm impressed by how well I was listened to and by the earnest enthusiasm of the participants, including Central CCAC's senior management, to learn from what they heard. My hope is all the positive thoughts and energy expressed will filter to the front line so people in need will feel a real benefit."

Martin W., caregiver and Safety at Home participant

Collaborative Leadership

Demonstrating system leadership that strengthens patient care transitions and system flow

We are making it safer and easier for people to move through the health system and doing more with the resources available to us through unique partnerships and new services



Key accomplishments 2012-2013

- ▶ Helped at-risk youth by introducing **Mental Health and Addictions Nurses** who integrate care across health and education systems, focusing on early intervention and working with school boards to strengthen student mental health strategies
- ▶ Provided short-term, intense, in-home support for people with complicated health issues who no longer need in-hospital care, through a new **Rapid Response Nursing** service
- ▶ Worked with Central region hospitals to enable more people who no longer require in-hospital care to go home. This **freed-up hospital beds** for those who need them
- ▶ Made it easier for people to benefit from the right **adult day program** by streamlining the way they apply and are assessed for the funded programs in our region. Our role also promotes these programs as an important health service offering rest, restorative care and caregiver relief
- ▶ Connected 9,974 people in the Central region to a family doctor or nurse practitioner since **Health Care Connect** began in 2009
- ▶ Gave people more control over their health information and more say in their care by expanding our partnership with Sunnybrook Health Sciences Centre to let patients register for **MyChart™**, an electronic personal health record linked to the CCAC database
- ▶ Made it possible for more patients to be referred to CCAC and other providers in an efficient, secure way through a cross-LHIN rehab pilot and a Family Health Team initiative using **Resource Matching and e-Referral** technology



View Central CCAC's new video explaining the benefits of an adult day program – also available at www.central.ccac-ont.ca

"Palliative care and supports can make a huge difference in the lives of people facing chronic, life-limiting conditions. We look forward to collaborating with patients, families and health system partners so more people in our communities can access the palliative care they need."

Dr. Nancy Merrow, Interim Chair, Central Regional Hospice Palliative Care Program Council and Chief of Staff, Southlake Regional Health Centre

Collaborative Leadership

Update on Central CCAC Leading Practices

In the past year, three Central CCAC services were designated Leading Practices by Accreditation Canada for demonstrating innovation and creativity that has a positive impact on services or outcomes for patients and families



Home First

Provides a level of services and care coordination for up to sixty days that allows patients to return safely home from hospital, to continue healing and to make decisions about their care options.

benefits

1,039	patients received care and services through Home First, compared to 783 in 2011-2012
28,053	hospital days freed-up by reducing the time people spent in hospital waiting for other care (on average 7–10 days for Home First compared to 34 days for long-term care)
65%	of patients remained well enough to stay at home after 60 days
9%	of patients were admitted to long-term care after Home First

Medication Management Support Services

Our award-winning service, which provides in-home pharmacist visits and education for people with complex conditions taking multiple medications, reduces falls, decreases hospital visits and helps people feel better. It even saves the health system money.

1,679	patients provided with MMSS, compared to 1,591 in 2011-2012
67%	of patients report a decrease in emergency department visits
62%	of patients report a decrease in falls
55%	of patients report a decrease in pain
99%	of patients rate MMSS as good or excellent
\$54.90	average amount MMSS saves the Ontario Drug Benefit Program per patient, annually

Balance of Care

In 2013-2014, Balance of Care will fund adult day programs and transportation. These services provide social contact, recreation and important health services, improving quality of life and giving family caregivers a much-needed break.

\$24.36	the average cost of Balance of Care per patient, per day, compared to the government cost for long-term care of \$155 per patient, per day
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family & caregiver comments

"Central CCAC has gone over and above, giving my mother and the family the best quality support ever. Home is better."

"The pharmacist was excellent, answering my mother's questions and listening to her concerns. The changes he suggested improved the quality of her care."

"We could not manage without Balance of Care. Mother is happier, healthier and more engaged, and I have more time to look after other matters."

Organizational Sustainability

Delivering value for money throughout the organization with a focus on new and innovative patient-centred care models

We are working hard to make sure every dollar we spend results in better care for patients and value for the health system

Key accomplishments 2012-2013

- ▶ Met the requirement of a **balanced budget**, in the face of a rapid population growth of 11 percent – one of the highest in Ontario – and a five percent increase in the number of patients with very high needs being served in the community
- ▶ Piloted **Outcome-Based Pathways/ Outcome-Based Reimbursement for wound care**, a new way of paying for services based on patient outcomes
- ▶ Consistently **provided services at costs below the provincial CCAC average**
- ▶ Provided **quality, specialized nursing care to 10,889 patients** through **66,992 cost-effective clinic visits**, compared with 7,528 patients through 49,608 clinic visits in 2011-2012
- ▶ Maintained the **second lowest level of administrative expenses** of any CCAC in Ontario



Meeting our financial and performance obligations

	2012-2013	2011-2012
Budget	\$242,784,128	\$232,247,762

Audited financial statements for 2012-2013 and a report on Central CCAC's 2012-2013 Multi-Sector Accountability Agreement (M-SAA), which details our performance obligations, are available at www.central.ccac-ont.ca

"I was surprised to find Central CCAC now has a clinic for my daily wound care. I want to thank the CCAC for this approach to care. I felt less like a 'patient,' I got out of my house every day, and got stronger because I was more active as I healed."

Judy B., clinic patient

Engaged and Innovative People

Enabling staff to succeed in delivering outstanding care

We help employees deliver great care by investing in their professional development, by giving them the tools and technology they need to be effective, and by working with them to co-develop new services that help patients get better and stay well

Key accomplishments 2012-2013

- ▶ Launched a **new e-learning system** that delivers cost-effective, specialized learning to help people do their jobs better. The system provides education more efficiently, resulting in a savings of \$30,000 a year
- ▶ Participated in **over 150 community events and presentations** with the public, community leaders and health care partners to provide information about CCAC and community services
- ▶ Gave **40 first-year medical students insight into community care** through in-home visits with patients, thanks to an ongoing partnership with the University of Toronto
- ▶ Launched a new **leadership development strategy** to build the capacity of our team to deliver on our strategic priorities
- ▶ Held over **113 organizational development and education sessions**, evaluating them on the basis of how well they improved our ability to operate efficiently and deliver quality care and value for money
- ▶ Shared our **innovative leading practices** through webinars, webcasts and in-person presentations, as part of our commitment to collaboration that creates a stronger health system
- ▶ Created a **new consent and capacity education video** for CCAC staff and contracted service providers to help them meet the legal requirements and ensure the wishes and best interests of patients and families are respected
- ▶ Offered a number of **health and wellness events** to maintain low employee absenteeism, earning a workplace safety rebate of \$24,000
- ▶ Extended our **electronic performance management software** to non-union staff to help them understand their role and plan goals that support our priority of delivering patient-centred, quality care



88%

*of our staff surveyed in 2012-2013
feel their team is able to provide
top quality patient care*

"The CCAC visits were eye opening in terms of understanding health issues within the community. I enjoyed hearing the patient's perspective on illness."

University of Toronto medical student

The changing face of community care

Meeting the needs of our patients now and in the future

Every year there is an increasing number of people who receive CCAC services after a hospital stay. To meet their needs and enable them to live at home, we must understand what emerging services are required to provide safe, quality care in the community



Snapshot of patients served by population

- ▶ **58% of our patients come directly from hospitals**, compared to 52% just four years ago
- ▶ **69% of our patients have very high or high needs**, compared to just 56% two years ago
- ▶ Between 2006 and 2011, the Central region's population **increased by almost 11%**. This was the highest increase in population, and the third highest growth rate among regions in the province

92%

of every dollar we receive in funding is spent on patient services

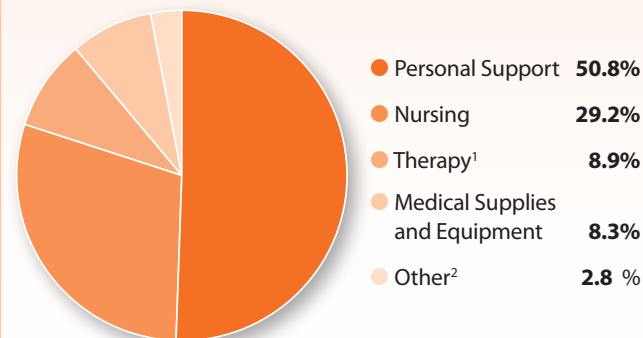
fast facts

In-home & clinic services	2012-2013		2011-2012	
	Patients	Visits	Patients	Visits
Nursing	20,964	599,756	21,079	567,293
Nursing Shift	321	252,306*	364	238,928*
Nursing, in community clinics	4,307	69,241**	3,192	64,520**
Personal Support	19,045	2,904,507*	19,498	2,682,071*
Occupational Therapy	14,026	47,629	14,304	53,886
Physiotherapy	8,227	40,039	7,903	40,025
Speech Therapy	7,104	40,826	6,711	45,761
Social Work	640	2,348	1,188	4,289
Nutritional Counselling	1,149	3,867	1,340	4,454

* Nursing shift services and personal support reported in hours

** Includes nursing provided to people in supportive housing

Spending breakdown by patient service(s)



¹ Includes occupational therapy, physiotherapy and speech therapy

² Includes lab and patient transportation, pharmacy visits, community support services, social work and nutrition



Outstanding care – every person, every day

The Central CCAC is one of 14 CCACs in Ontario that connects people of all ages to the high quality care they need at home and in the community. We provide individualized assessments and offer a wide range of options and specialized health services to make it possible for people to live independently at home. We also help people explore other options such as adult day programs, retirement homes, short and long-term care and supportive housing.



Caring Leading Innovating Navigating Delivering

Central CCAC sites

Newmarket

1100 Gorham Street, Unit 1
Newmarket, ON L3Y 8Y8

Richmond Hill

9050 Yonge Street, Suite 400
Richmond Hill, ON L4C 9S6

Sheppard

45 Sheppard Avenue East, Suite 700
North York, ON M2N 5W9

Toll-free

1 888 470 2222

TTY 416 222 0876

310-2222

Central CCAC staff work onsite in all Central region hospitals to help patients safely transition from hospital to in-home and community care

Additional information

Join us

For job opportunities, visit www.ccacjobs.ca



For service

To inquire about CCAC services, please call us at **1 888 470 2222**



Health partners in our region include

Seven hospitals, 46 long-term care homes, 28 service providers and numerous community agencies

Funded by



Stay connected with us

www.central.ccac-ont.ca



For more information about health and community services visit

Centralhealthline.ca

