



North East

ccac casc

Community
Care Access
Centre

Centre d'accès
aux soins
communautaires
du Nord-Est

Connecting you with care

Annual Report
2009-2010



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In 2009-2010 the North East CCAC focused on two themes as the foundation for our organizational direction:

Creating the North East CCAC (internal theme); and, Creating a better system (external theme).

Our goals are relatively simple. We want to build an accountable and sustainable system across the North East.

As a care connector, we remain focused on increased satisfaction for our clients and dedicate ourselves to provide seamless, timely and improved services. A clear strategic direction led the way as we implemented our operational plan by successfully aligning governance and operations. At the center, our new Vision – *Outstanding Care, every person, every day* – served as a guide, as we continued to improve upon the journey that our clients and their families experience.

We are pleased to report our accomplishments and results. During the past year, we exceeded our target in relation to the percent of acute clients receiving a first



Richard C. Joly
Chief Executive Officer



Tom Trainor
Chair, Board of Directors

home visit within 3 days of a referral. Our target was 74%; we achieved a rate of 77%. We wanted to maximize the number of Hip and Knee Replacement clients. We improved upon our target, exceeding it by 40% and cared for 859 clients recovering from these surgeries. Internally, we wanted to limit staff turnover and continue to be an employer of choice. Our staff turnover rate was 6.2%, lower than the performance standard of 8-12% and our target of 9.6%. Never before have we experienced such demand for our services; the number of clients served on any given day rose above 16,000. However, despite this increase, we achieved a balanced budget, an impressive achievement given the economic environment that has affected the

entire health sector. Finally, we successfully adapted to our changing environment and refreshed our strategic plan with a new operational plan prepared for the coming year.

Where do we go from here?

We are committed to a client-focused and continuous quality improvement approach to our service delivery model. As such, our refreshed 2010-2011 strategic direction will assist us in prioritizing our operations. The four pillars of this direction are; System Sustainability, Client Experience & Outcomes, Quality & Safety and Support System Integration. We intend to achieve these objectives with the development and implementation of an Operational Plan. Our Balanced Scorecard serves to illustrate results and progression towards achieving strategic directions and priorities. The Operational Plan includes measurable objectives, assigned staff, timeframes, outcomes, performance indicators and targets. To demonstrate accountability, the North East CCAC will be aligning strategic and operational efforts and measuring client outcomes. We will continue to search for effective and efficient ways to ensure that Every Dollar Counts and Every Visit Counts. To support system integration, the North East CCAC will be showcasing how we deliver on our vision, by reinforcing collaboration and aligning efforts with key partners across the North East. We will be using the results of the client and caregiver experience surveys to drive quality improvement. To connect people to quality care, the North East CCAC will be emphasizing that different client populations require

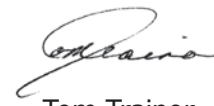
a broad range of service delivery models and care settings. To add value for clients and improve the client/family experience through the continuum of care, the North East CCAC will continue to focus on our Mission – *To deliver a seamless experience through the health system for people in our diverse communities, providing equitable access, individualized care coordination and quality health care.* Together, with the community and stakeholders, we will build an efficient, effective and sustainable system.

We have had a successful 2009-2010 fiscal year and rose above the challenges presented to us by organizational changes and significant increases in demand, never losing sight of the needs of our clients. Looking forward, the North East CCAC will continue to take a leadership role across the health system and North Eastern Ontario. We recognize the importance of collaboration and key partnerships that will ultimately result in a better system for all. Leading the way as innovators and connectors, we are committed to Connecting you with Care by providing *Outstanding Care – Every Person, Every Day.*

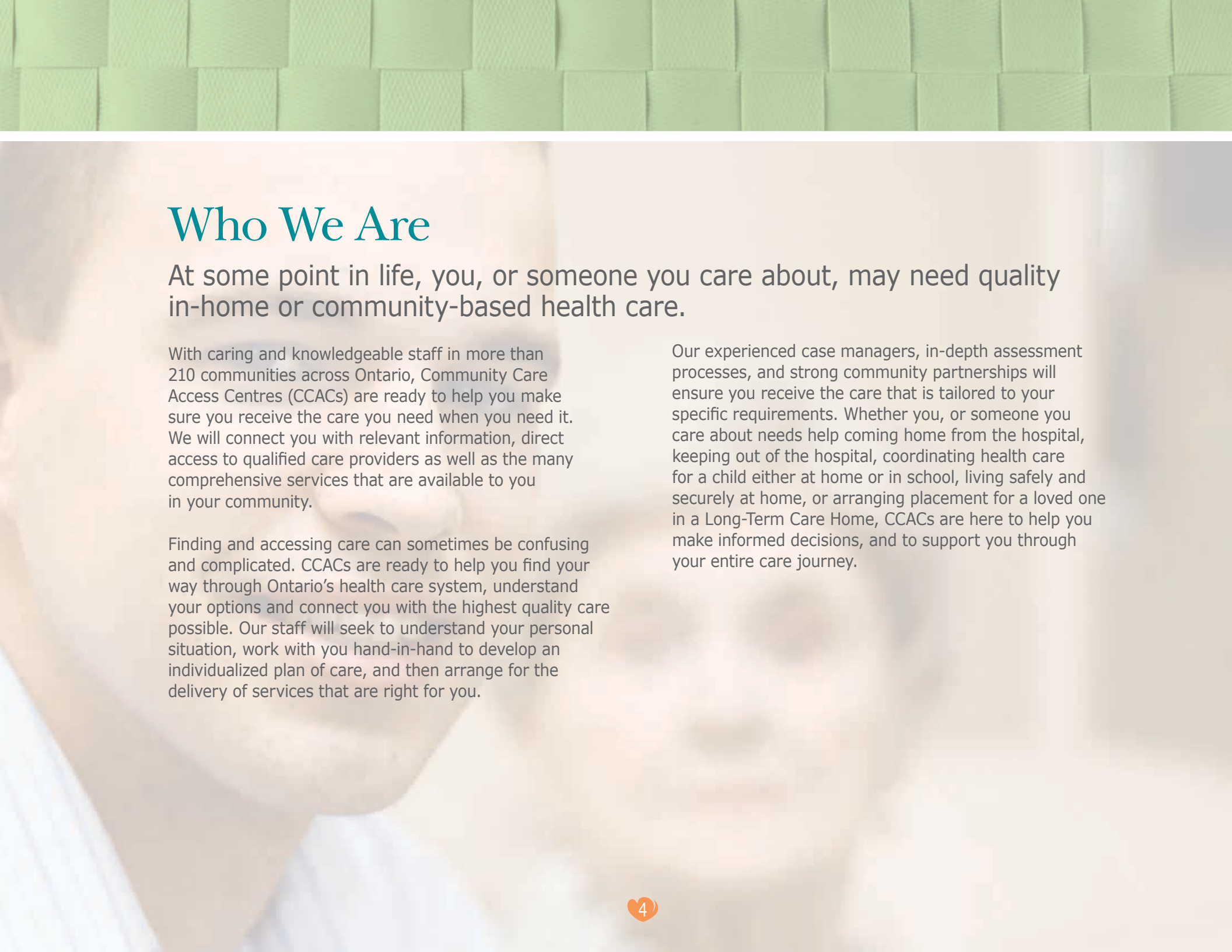
Thank you.



Richard C. Joly
Chief Executive Officer



Tom Trainor
Chair, Board of Directors



Who We Are

At some point in life, you, or someone you care about, may need quality in-home or community-based health care.

With caring and knowledgeable staff in more than 210 communities across Ontario, Community Care Access Centres (CCACs) are ready to help you make sure you receive the care you need when you need it. We will connect you with relevant information, direct access to qualified care providers as well as the many comprehensive services that are available to you in your community.

Finding and accessing care can sometimes be confusing and complicated. CCACs are ready to help you find your way through Ontario's health care system, understand your options and connect you with the highest quality care possible. Our staff will seek to understand your personal situation, work with you hand-in-hand to develop an individualized plan of care, and then arrange for the delivery of services that are right for you.

Our experienced case managers, in-depth assessment processes, and strong community partnerships will ensure you receive the care that is tailored to your specific requirements. Whether you, or someone you care about needs help coming home from the hospital, keeping out of the hospital, coordinating health care for a child either at home or in school, living safely and securely at home, or arranging placement for a loved one in a Long-Term Care Home, CCACs are here to help you make informed decisions, and to support you through your entire care journey.



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

The values, and corresponding behaviours, of the North East Community Care Access Centre are:

Equitable/Fair

To the best of our ability we provide, in a timely manner, ease of access to necessary services regardless of where clients live. We apply the same rules to all.

Client-focus, empowerment and self-determination

You are at the centre of your health, your family and your community.

Compassion

We serve with our hearts.

Accountability

We are transparent.

Respect

We accommodate cultural, demographic and linguistic needs in pursuit of health and wellness.

Integrity

We are responsible and accountable for living our values.

Our Vision

Outstanding care – every person, every day.

Fiscal responsibility

We are stewards who are openly accountable and contributing to sustainability.

Excellence in care

We are competent, friendly, flexible and trustworthy in our dealings with clients and the community.

Innovative

We welcome fresh ideas from our staff, clients and board members.

Sustainability

We assure continuity of services for families, grandparents, children and grandchildren.

Collaboration

We build relationships and work cooperatively with our stakeholders, health care system partners, and others.

Case Management

Our experienced Case Managers are registered health care professionals, whose role is to make sure that the care clients receive is safe, effective, timely and efficient.

A Case Manager will:

- Assess a person's health care needs.
- Develop a personal plan of care.
- Identify services for which they may be eligible.
- Coordinate health care and support services in the person's home or school.
- Provide information and assist with placement into a Long-Term Care Home (if applicable).
- Identify and connect to other community resources as needed.

Our Case Managers play an essential role in helping meet the increasingly complex health and community service needs of residents and their families in the North East.

Placement

When living independently is no longer possible the CCAC coordinates applications to Long-Term Care Homes in the area and across Ontario.



A CCAC Case Manager provides information about Long-Term Care Homes, determines suitability and eligibility for placement and provides help with applications.

Short-Stay placement at Long-Term Care Homes is also available to help persons recovering from an illness or surgery or to provide family/caregiver with respite. To be eligible for this program, you must intend to return home at the end of your stay. Admission to the Short-Stay program is through your Community Care Access Centre.



Care in your Home

These are professional and support services that are provided in the home.

If eligible, the health care services you may receive include:

Professional Services:

- Nursing
- Physiotherapy
- Occupational Therapy
- Speech-Language Therapy
- Social Work
- Nutritional Counselling

Support Services:

- Personal Support (help with bathing, dressing, etc.), homemaking and caregiver respite
- Some medical supplies and equipment rental
- Authorization of Ontario Drug Benefit Eligibility Card

In some areas, other services may be available based on local needs; for example, Nurse Practitioners or Enterostomal Therapy.

Information and Referral

If you are not eligible for our services, or if we are unable to provide services to meet all your needs, we will help connect you with other support services available in your community.

These services may include:

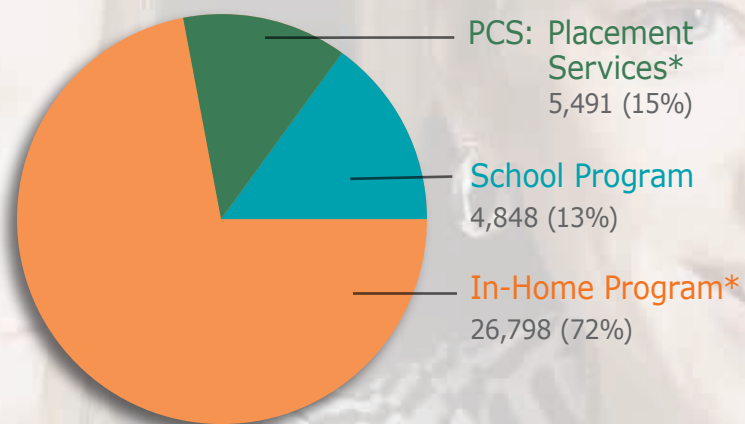
- Adult day programs
- Assistance with shopping or cleaning
- Meal delivery services
- Transportation assistance

School Health Support Services

The North East CCAC arranges professional services, including Nursing, Nutritional Counselling, Occupational Therapy, Physiotherapy, and Speech Language Therapy for children who require assistance at school.

Our services are designed to help children with special health needs participate as fully as possible in school life.

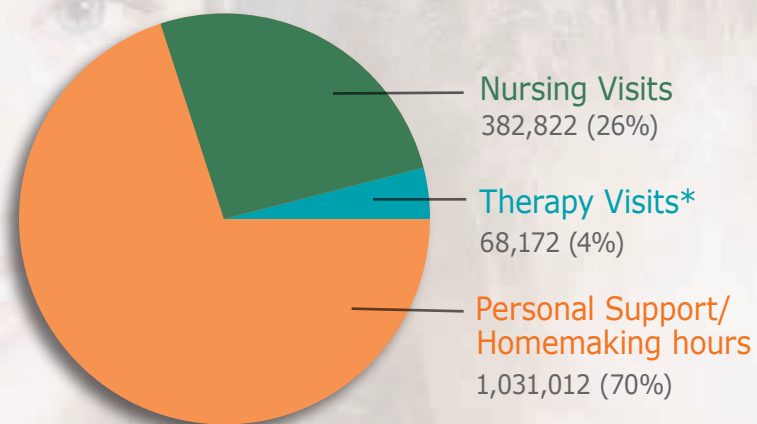
Caseload by Program



* **PCS – Placement services** (includes clients who are on CCAC service and awaiting placement and clients awaiting placement only)

* **In-Home Program** (excludes clients who are both on CCAC service and awaiting placement and does not include school program)

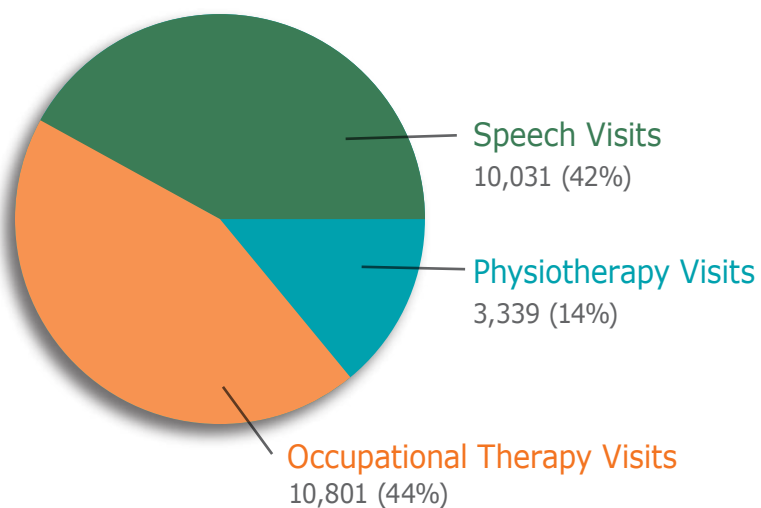
Service Volumes



* **Therapy Visits** (includes nursing clinic and shift hours at a rate of 1 hour = 1 visit)



School Program Volumes



The CCAC has been very important part of my family's life for several years.

The ladies who come to our home to help are caring and professional. I cannot ask for better. Their cheerful attitude tells me they enjoy their work which of course encourages a healthy and pleasant environment.

CCAC has made this possible without which there would be severe hardship and no family home life.

Bill, on behalf of wife Emma, 89.

The 2009-10 year marked the start of a new era for Community Care Access Centres (CCACs) across Ontario. Important changes to the Community Care Access Corporations Act, 2001 came into effect, consequently returning Ontario CCACs to the status of community agencies. As such, the 2009-10 year featured a Community-based Board of Directors.



Tom Trainor
Mindemoya
(Chair)



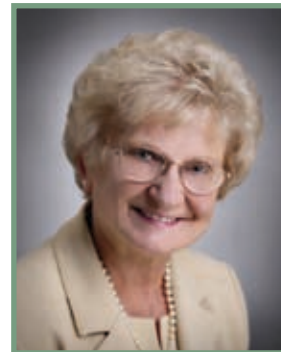
Ronald M. Farrell
North Bay
(Vice-Chair)



**Christopher P.
FitzGerald**
Sault Ste. Marie



Margo McMillan
South Porcupine



Adele Quaiattini
Sudbury
(Secretary)



Anthony Rossi
Sault Ste. Marie
(Treasurer)



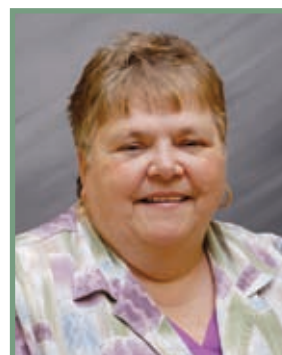
Board Members



Helen Miller
Kirkland Lake



Beverley Polowy
South Porcupine



Diane Poulin
Kapuskasing



Mariette Sutherland
Birch Island



Gerri Walker
Parry Sound



David A. Youmans
North Bay

North East CCAC Revenues

NE LHIN Allocation	\$ 101 162 158	99.25 %
Other Revenue	283 056	0.28 %
Marketed Services	275 647	0.27 %
Recoveries	184 502	0.18 %
Interest	25 291	0.02 %
Total 2009/2010 Revenues	\$ 101 930 654	100.00 %





North East CCAC

Total Expenditures by Functional Area

General Administration	\$ 10 025 570	9.84 %
Medical Advisor	29 585	0.03 %
Management of Clinical Services	1 149 662	1.13 %
Case Management	22 183 850	21.76 %
Nurse Practitioners	286 797	0.28 %
Nursing Clinic	799 886	0.78 %
In-Home Nursing Visits	25 493 964	25.01 %
In-Home Complex Care	856 914	0.84 %
In-Home Nutrition/Dietetic	235 448	0.23 %
In-Home Physiotherapy	2 454 044	2.41 %
In-Home Occupational Therapy	2 177 177	2.14 %
In-Home Speech Language Pathology	430 941	0.42 %
In-Home Social Work	826 493	0.81 %
Public School Nursing	494 785	0.49 %
Public School Physiotherapy	538 640	0.53 %
Public School Occupational Therapy	1 304 455	1.28 %
Public School Speech Language Pathology	1 257 305	1.23 %
Home Care Combined	29 741 387	29.18 %
Residential Hospice	1 254 656	1.23 %
Marketed Services	252 148	0.25 %
Information and Referral	136 947	0.13 %
Total 2009/2010 Expenditures	\$ 101 930 654	100.00 %

Connecting People to Quality Client Care

310-CCAC: CCAC's across the province including the North East, launched a new website and a province wide telephone/web service called 310CCAC. Anyone within the province can independently obtain information 24/7 via the search tool available on the website www.310ccac.ca or can reach their nearest CCAC from 8:00 a.m. to 8:00 p.m. seven days a week by calling 310-CCAC.

CHRIS: All North East CCAC offices implemented the new provincial electronic Client Health and Related Information System (CHRIS) and Health Partner Gateway (HPG) to improve sharing, storage and security of client information.

Pandemic Plan: The H1N1 influenza pandemic provided an opportunity to work with service providers and other stakeholders to test emergency, pandemic and business continuity plans, and identify areas for improvement. The new North East CCAC Pandemic Plan can be found on our public website at www.ne.ccac-ont.ca.

Become the Employer of Choice

Awards of Excellence: The North East CCAC launched its first ever Awards of Excellence program to recognize individuals and teams across the North East CCAC. Subsequently, the North East CCAC winners were chosen to represent the North East CCAC as nominations for the provincial awards which take place in June 2010.

Collective Bargaining: After an extensive bargaining process, the Ontario Nurses' Association (ONA) and the North East CCAC ratified a first collective agreement on November 14, 2009. ONA is the bargaining agent for employees performing case management/coordination, registered nurses, nurse practitioners and enterostomal therapy nurses.

Health & Safety Program: The North East CCAC undertook the implementation of a comprehensive Health and Safety Program. The Program was supported by concentrated health and safety training provided to all employees during the year.

Being Accountable and Delivering Value

Equitable Access: Several internal improvement initiatives were undertaken including the standardized assessments for our pediatric/school program clients and clients with palliative care needs. Standardized guidelines for utilization of nursing for specific nursing needs and standardized therapy processes were also implemented.

Nursing Clinics: A Nursing Clinic for ambulatory clients needing nursing for wound care or intravenous therapy was opened in Sault Ste. Marie. A clinic for Parry Sound was opened in April 2010.



Performance Metrics

Strategic Plan: The North East CCAC refreshed its current Strategic Plan with strategic directions and priorities which will lead the organization through to the end of December 2011. To view the North East CCAC's strategic plan, visit our public website at www.ne.ccac-ont.ca.

Balanced Scorecard: Derived from the Strategic Plan, we implement the Balanced Scorecard which is a report card that measures results and drives continuous quality improvement. Performance metrics, targets and standards were developed in 2009-2010 to support both governance oversight and quality improvement.

Client Service and Quality Committee:

As per the new provincial mandate, a Client Service and Quality Committee was established with responsibilities for:

- a. Promoting and supporting strategic priorities and plans for improvements to quality of care, including issues of access, equity, client safety and risk.
- b. Making recommendations to the Board on matters relating to the quality of care.

Working with our Partners

Client Service Contracts: The North East CCAC managed approximately 115 contracts with approximately 91 different service provider agencies. An emphasis was placed on maintaining and enhancing access to North East CCAC services and standardizing Infusion Contracts to the 2009 Provincial Template and transitioning Medical Equipment and Supply Contracts to service expectations that also align to the 2009 Provincial Template.

Community Engagement: The North East CCAC participated in many initiatives and strategies related to the North East LHIN Wait-time Strategy, Aging at Home strategy, addressing the Alternate Level of Care (ALC) pressures in hospitals, and CCAC standardization. The North East CCAC also joined the steering committee for the North East Mental Health and Addiction System Regional Advisory Panel (RAP) in 2009-10.

Flo Collaborative: Following the success of the Flo Collaborative in Timmins in 2008-09, the project was then extended to a partnership with Sault Area Hospital to assist clients as they transition from hospital to home.



Service Area

We provide services in the districts of Algoma, Cochrane, Manitoulin, Nipissing, Parry Sound, Sudbury and Timiskaming.

Province of Ontario

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Fax/Télé 705.267.7795

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Hospital
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North East Local Health
Integration Network