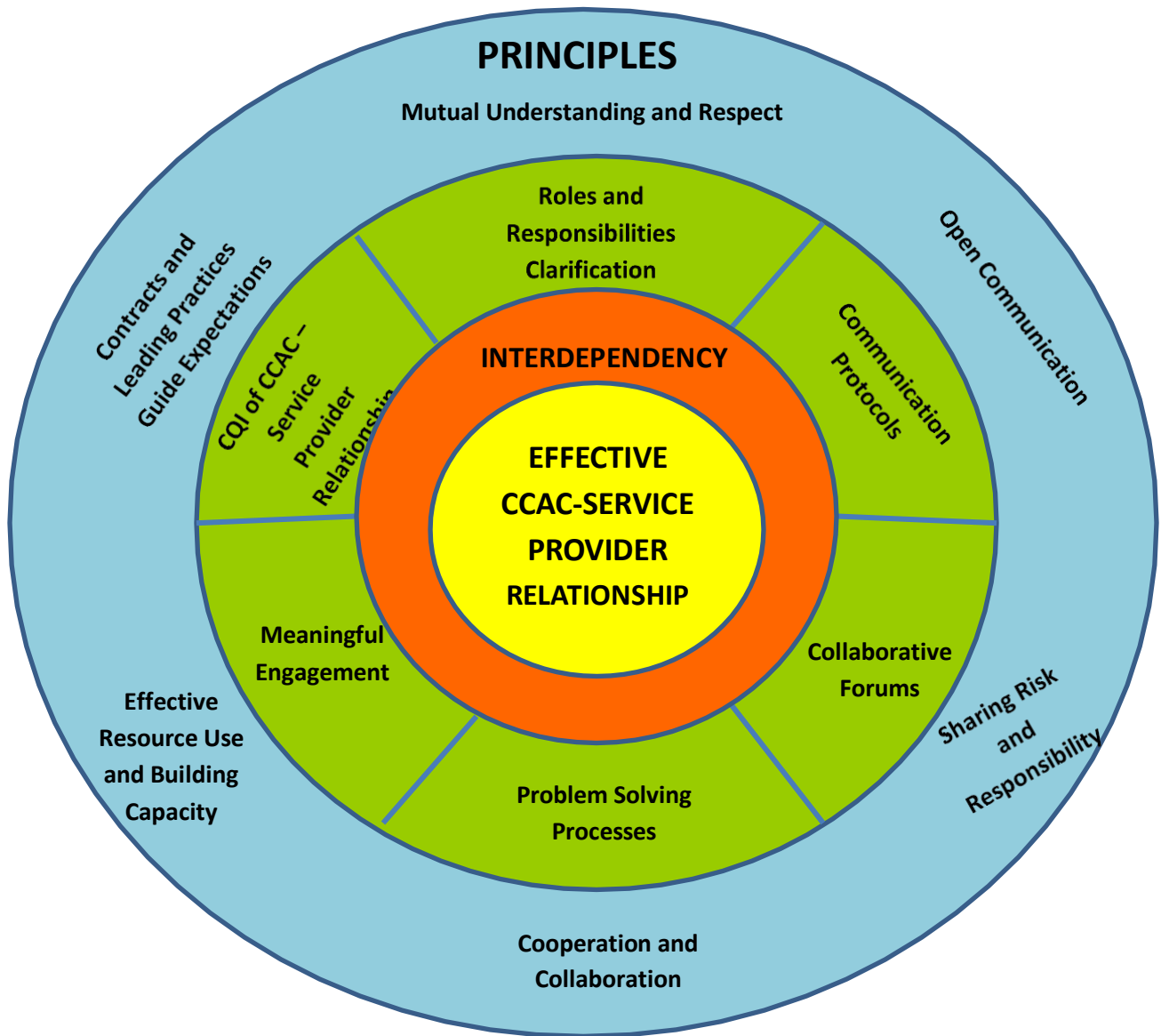




CCAC-Service Provider Relations FRAMEWORK



CCAC-SERVICE PROVIDER RELATIONS FRAMEWORK



Improving client care through effective CCAC-Service Provider Relationships

Background:

The Caplan Report, May 2005, identified three areas for improvement:

- Procurement
- Performance Management
- CCAC/Service Provider Accountability

The foundation of the relationship between CCACs and Service Providers is the Request for Proposal process and the contractual agreements. However, the nature of the relationship provides opportunities to enhance communication and transparency and build on leading practices within the CCAC and other sectors. Both parties work together toward the common goal of providing high quality service to clients. The interests and accountability of each party differ and the CCACs' and Service Providers' relationship is not an equal partnership. Nonetheless, the success of both parties and client outcomes are inextricably linked and are directly impacted by the effectiveness of the relationship.

A survey of all CCACs about their relations with Service Providers found a link between a successful relationship and improved quality of service to clients, as well as enhanced efficiency and effectiveness of business practices.

Purpose:

The purpose of the framework is to establish the shared vision for optimizing the relations between the CCACs and their Service Providers in order to promote:

- high quality, resource effective services to CCAC clients;
- successful and sustainable CCAC-Service Provider partnerships;
- consistent contract management practices within and across CCACs related to:
 - support of contract principles at all levels of the CCAC and Service Provider organizations;
 - interpretation of contract language;
 - use of contract tools for performance measurement and monitoring;and
- collaboration in the pursuit of innovations in practice and service delivery.

The Framework provides direction for the enhancement of CCAC and Service Provider relations, is consistent with the CCAC and Service Provider missions, and will be continuously evaluated.

Goals:

The Framework supports the ongoing dialogue between the CCACs and their Services Providers to:

- develop and reinforce a common set of principles to guide the relationship;
- strengthen communications between the CCACs and Service Provider organizations and continually improve communication strategies;
- collaborate on clarifying and improving business processes;
- develop and reinforce effective processes for resolving minor issues (as distinct from dispute resolution of contract matters); and
- provide guidelines and tools for use by CCACs and Service Provider staff to optimize their relationship and interactions.

Key Assumptions:

- Participants share a vision of high quality care and service to clients.
- Successful Service Provider relationships are a necessary ingredient in the delivery of high quality care and service to clients.
- Successful relationships include efficient and effective business practices for both the CCACs and the Service Providers.
- Consistent, high performing CCAC-Service Provider relations can be achieved by developing and implementing effective practices across the CCACs and Service Provider organizations.
- Individuals are accountable to their respective organizations.

Development and Consultation of Framework:

- Consultation with CCAC and Service Provider stakeholders to identify issues affecting the relations
- Review of literature ^{1, 2} on successful strategies in contractual relationships
- Review of leading practices and existing tools
- Consultation with CCAC CEO Group, PMA Senior Directors, Client Services Senior Directors, Service Provider Associations Committee, Corporate Services Senior Directors

¹ "Managing the relationship to secure a successful partnership in PFI projects." National Audit Office, HC 375 Session 2001-02: 29 November 2001.

² "A Guide to Contract Management for PFI and PPP Projects" 4ps, Public Private Partnerships Programme, 2007, U.K.

Guiding Principles:

Mutual understanding of and respect for each other's business and knowledge

- Recognize expertise and consult appropriately
- Show empathy, trust and respect

Use of contracts and leading practices to frame expectations and behaviours

- Start with concrete and evidence based information
- Use tools to guide and assist in determining expectations and governing activities

Open, constructive and transparent communication and negotiations

- Provide a forum for discussion and be open to others needs
- Treat everyone equitably and fairly

Cooperation, collaboration and shared problem solving

- Listen to the issues and suggestions of others
- Look for win-win situations

Shared allocation of risk and responsibility for performance

- Recognizing the need to balance risk and responsibility between the Provider and the CCAC
- More security for one party may result in more risk for others
- One failure can cause other failures

Working together to effectively use resources and build capacity

- Concept of working as a team and as a system
- Sharing resources can increase the impact

Strategies:

1. Role Clarification: provide a clear approach to clarifying roles and responsibilities of CCAC and Service Provider staff.
2. Communication Protocols: Identify / share efficient and effective communication tools and approaches that reflect best practice currently in use by CCACs.
3. Collaborative Forums: Identify and build on existing leading practices for meetings.

4. Problem Solving Process: Identify effective problem solving processes and build on existing issues resolution practices to avoid escalation to contract remedies.
5. Meaningful Engagement: Recognize the interdependency of the CCAC and Service Providers in providing service to clients, that is, the success of one organization is dependent on the other organization and the effectiveness of the relationship between the two; build the Framework goals and principles into the culture of the CCAC and Service Provider organizations at all levels.
6. COI of CCAC-Service Provider Relationships: Working collaboratively to achieve quality outcomes for the relationship; advise the OACCAC on the elements for evaluation of the CCAC-Service Provider Relationship by Service Providers as recommended in the Caplan Report (to be conducted separately through the OACCAC).

Internal Outcomes:

- Highly effective interactions at all levels between CCACs and Service Providers
- Clear routes of communication on a variety of CCAC and Service Provider issues
- Process for both CCACs and Service Providers to resolve minor issues
- Collection of examples and toolkit for best practices

External Outcomes:

- More consistency and standardization across CCACs in interactions with Service Providers
- Efficient communications between organizations
- Advice on the evaluation of CCAC and Service Provider relations based on the objectives and outcomes of this initiative.

Roll-out Plans:

- Recommendations to CCAC Senior Teams on taking the initiative forward
- Recommendation of common launch period: Q4 of fiscal 2009/10
- Preparation of a slide deck to introduce the Framework to CCACs and Service Providers
- Establishment of a portal site for CCACs to access the Framework tools, reports and other materials

APPENDIX

Framework Project Participants

Framework Sponsors

- CCAC CEO Council
- PM&A Senior Directors Group
- Client Services Senior Directors Group
- Community Provider Associations Committee
- Procurement Sub-Committee

Relations Framework Committee

Janet Doering, Senior Director, Performance Management and Accountability,
Hamilton Niagara Haldimand Brant CCAC – Chair

Anne Bell, Director, Procurement Services, OACCAC

Four CCAC Members of CMSPR Task Group

Val Hendrickson, Director, Contract Management and Partnerships
Mississauga Halton CCAC

Brenda Andrachuk, Director, Contract Services, Central CCAC

Linda Stark, Director, Contracts and Procurement, Toronto Central CCAC

Kim LeMare Matthews, Regional Manager, Procurement, Southwest CCAC

Four members of CCAC Client Services Management

Barbara Busing, Senior Director Client Services, Hamilton Niagara Haldimand
Brant CCAC

Sue Groom, Senior Manager, Client Services, North Simcoe Muskoka CCAC

Sophie Parisien, Director, Client Services, Champlain CCAC

Kate Power, Director, Client Services, OACCAC

Four Community Provider Association Representatives

Heather Heaman, President, Heaman Communication Services

Susan Beattie, Client Services Manager, VHA Home HealthCare

Sandy Linseman, Coordinator Retail Pharmacy Services, Grand River Hospital

Alice Luckock, Vice President Corporate Operations, We Care Home Health
Services

Strategy 1 – Role Clarification

Challenges/Opportunities

- Survey results indicate that confusion about roles and responsibilities, particularly within the CCAC, can cause inefficient communications and decision making. A common source of confusion is the Contract Manager's role as differentiated from the Client Services Management roles/responsibilities.

Strategies

- Provide a clear approach to clarifying roles and responsibilities of CCAC and Service Provider staff

Tools

- "Roles and Responsibilities of CCAC Staff"

Strategy 2– Communication Protocols

Challenges/Opportunities

- Lack of consistent, effective communication methods and approaches between CCACs and Service Providers.

Strategies

- Identify / share efficient and effective communication tools and approaches that reflect best practice currently in use by CCACs

Tools

- “Service Provider Guide to Communication with the CCAC”
- “Categorization of Client Service and Contract Issues”
- “Key CCAC Contacts template”
- “Service Provider Staff Contact template”

Strategy 3 – Collaborative Forums

Challenges/Opportunities

- Found considerable variation in meeting practices. Opportunities to adopt leading meeting practices for meetings between CCACs and Service Providers.

Strategies

- Identify and build on existing leading practices for meetings

Tools

- “Recommendations on meeting practices”
- “Service Provider Guide to Communication with the CCAC”
- “Categorization of Client Service and Contract Issues”
- “Terms of Reference template”



Strategy 4 – Problem Solving Process

Challenges/Opportunities

- While the contract provides formal dispute resolution mechanisms it does not provide processes and procedures to mitigate escalation of every day problems to the formal contract dispute level.
- Promoting a no blame culture and use of a common problem solving process

Strategies

- Literature search for issues / problem solving processes and techniques
- Identify and build on existing issues resolution practices to avoid escalation to contract remedies

Tools

- “Quality of Care Review: Critical Event Review or Process Review” and “Process Review Record”
- “Effective Problem Solving Framework”
- “Conflict Resolution Partnership” June 2009

Strategy 5 – Meaningful Engagement

Challenges/Opportunities

- Recognize the interdependency of the CCAC and Service Providers in providing service to clients
- Build the Framework goals and principles into the culture of the CCAC and Service Provider organizations at all levels

Strategies

- Explore and utilize joint opportunities for CCAC and Provider staff to support constructive attitudes and activities such as education on a new contract so that all parties understand the terms and associated expectations
- Involve Service Providers in planning, implementing and evaluating new programs/services.
- Work on the alignment of client care philosophy.

Strategy 6 – CQI of CCAC–Service Provider Relationships

Challenges/Opportunities

- Explore opportunities to work collaboratively to achieve quality outcomes for the relationship.

Tools

- Evaluation of CCAC-Service Provider Relationship by Service Providers as recommended in the Caplan Report (to be conducted separately through the OACCAC).

