Message from the South East CCAC CEO and Board Chair

The South East Community Care Access Centre (South East CCAC) has undergone significant change over the past four years. These changes include the amalgamation of three predecessor organizations into one beginning in 2007, conducting a Performance Assurance Review (PAR) with the LHIN in 2010, initiating four streams of capacity building initiatives in February 2011 and hiring a new CEO and completing an organizational restructuring in April 2011.

Looking forward over the next three years, we are confident that we have laid a solid foundation to operate in an increasingly complex and demanding health care sector. With the right leadership, our eye consistently on the clients we serve and rigorous business tools and processes, we have positioned ourselves to provide outstanding care — every person, every day. We have developed this Strategic Plan to share our highest priority strategic goals with our clients, partners and stakeholders and to outline how we intend to move forward together.

Our Strategic Plan lays out our strategic priorities, which cascade from our Vision and Mission into our Strategy Map. As we developed our Strategic Plan, we challenged our leadership team to develop stretch goals that reflect our collective vision of the future and then worked directly with each Portfolio to specify goals and objectives that will enable us to achieve it. Our leadership team and Portfolio leads developed these goals and objectives based on an analysis of our strengths, weaknesses, opportunities and threats (SWOT) and feedback we received from key partners, stakeholders and staff. They have also prioritized all of these objectives so that they have a clear understanding of the highest priority goals and objectives.

The teams have put in a tremendous effort to ensure that we can act on our Strategic Plan and measure our progress by assigning targets to each objective and aligning the objectives with our balanced scorecard and annual operating plan. All of these efforts ensure that our staff are clear about what they should be doing and why, each and every day. This forward thinking plan reinforces the CCAC’s objectives to provide the highest quality service to our clients and be a responsive and accountable partner to our funder and other SE LHIN health service providers.

Our health care system relies increasingly on sustainable homecare. As such, we will be reviewing our strategic plan every year to ensure it reflects the challenges we face and all the available opportunities to address them. We will continue to learn along the way and incorporate new information, insights and innovations into our initiatives to achieve the best possible outcomes for our clients, communities and partners.

Jacqueline Redmond
CEO, South East CCAC

Valerie Cook-Jackson
Board Chair, South East CCAC
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Executive Summary

In the fall of 2010, the South East CCAC began the strategic planning process by drawing on broad staff and stakeholder consultation findings to develop the first draft of the organization’s Strategy Map.

The Strategy Map identifies two Strategic Themes that form the core of our strategic plan: Sustaining Value and Client Outcome, Quality and Safety. Associated with each of these themes are specific Financial and Client Outcomes as described in the box on the right.

In the spring and summer of 2011, the CCAC reflected on stakeholder and staff feedback gathered during a series of capacity building initiatives and identified the need to provide further clarity on the Strategy Map outcomes and objectives. Following a series of strategic planning workshops conducted with every CCAC portfolio, a Strategic Plan was developed highlighting how the Financial and Client Outcomes can be achieved over a three year period by focusing on the following six highest priority Strategic Goals:

1. Meet our financial stewardship obligations and identify opportunities to drive operational excellence and ensure long-term sustainability
2. Coordinate the appropriate care services and safety protocols for all client populations to meet their assessed needs and deliver the best possible client health outcomes
3. Deliver a positive care experience by facilitating optimal flow through the continuum of care to deliver the right care at the right place and time
4. Continue to engage with our partners, stakeholders and community to ensure their needs are reflected in our plans
5. Establish the quality and continuous improvement infrastructure, processes and culture to support the delivery of high quality care
6. Support evidence-informed decision-making and establish the workplace environment, coaching and supports to enable a high performance workplace
The six high priority Strategic Goals aligned with and are supported by the 16 Process and Capacity building objectives in our Strategy Map. The Process Objectives have been designed to meet the specific needs of the CCAC’s clients, funders, health service provider partners and local communities. The Capacity Building objectives refer to the CCAC’s efforts to strengthen the management – its people, procedures, and systems – of the organization to improve the CCAC’s capability to deliver value to clients and stakeholders.

The Strategic plan provides specific, measureable goals and outcomes, and enables the CCAC to be flexible enough to respond and adapt to changes in our environment. This planning process is just the beginning of an ongoing dialogue we intend to maintain with our stakeholders. To ensure continued relevance, throughout the year, we will continue to connect with our clients, health sector partners and the communities we serve to obtain feedback and further input into our plans.

**Strategic Plan Overview**

Our Strategic Plan builds upon the sector-wide CCAC Vision, Mission and Values:

**Vision:**

*Outstanding Care – Every Person, Every Day*

**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.*

Vision
Outstanding Care – every person, every day

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.

<table>
<thead>
<tr>
<th>Strategic Themes</th>
<th>Sustaining Value</th>
<th>Client Outcome, Quality and Safety</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer and Financial Outcomes</td>
<td>The SE CCAC demonstrates value within allocated resources. In collaboration with our health care partners, there is confidence that when it is needed there will be care in the community.</td>
<td>My care was safe, effective and timely. My care was centred around me, respected my family and was a positive experience.</td>
</tr>
</tbody>
</table>
| Process Objectives | Operational Excellence  
- Develop and implement a process for closely managing service utilization,  
- Improve the budget allocation and reporting process | Alliance Management  
- Build high trust alliances with other health service providers in the region |
| Capacity Building Objectives | Organizational Capital  
- We are good at training and embedding leaders throughout the organization who deliver the right results in the right way.  
- We ensure our strategies, operational processes and internal support services are clear and support the delivery of outstanding client care  
- We promote a healthy workplace centered around caring, collaboration and lifelong learning | Quality Management  
- Implement a comprehensive process improvement and quality management system |
| Customer Value Proposition | I Get  
Reliable information, connected, objective comprehensive personalized plan, access to publically funded services, quality care | I Am  
Smart and resourceful. I use the South East CCAC to help the health care system work for me |
| | I Feel  
Cared about, peace of mind, supported, empowered | |

“Trusted Quality Care Connector”
Our Values We value our clients, ourselves and each other through open communication, respect, and customer focus, while promoting continuous learning and accountability in a supportive, healthy environment.

Final January, 2012
Strategic Themes

As illustrated in our Strategy Map, over the next three years, the South East CCAC will focus on two broad strategic themes, each of which has specific outcomes associated with it:

1. **Sustaining Value:** The South East CCAC demonstrates value within allocated resources. In collaboration with our health care partners, there is confidence that when it is needed there will be care in the community.

2. **Client Outcome, Quality and Safety:** My care was safe, effective and timely. My care was centred around me, respected my family and was a positive experience.

To produce the outcomes associated with these themes, the South East CCAC has articulated the following six high priority Strategic Goals:

1. Meet our financial stewardship obligations and identify opportunities to drive operational excellence and ensure long-term sustainability

2. Coordinate the appropriate care services and safety protocols for all client populations to meet their assessed needs and deliver the best possible client health outcomes

3. Deliver a positive care experience by facilitating optimal flow through the continuum of care to deliver the right care at the right place and time

4. Continue to engage with our partners, stakeholders and community to ensure their needs are reflected in our plans

5. Establish the quality and continuous improvement infrastructure, processes and culture to support the delivery of high quality care

6. Support evidence-informed decision-making and establish the workplace environment, coaching and supports to enable a high performance workplace

Our Strategic Goals reflect our collective desire to be more accountable to our funders, our clients and caregivers, and health sector partners. We have established stretch goals that will position the CCAC to continue to successfully adapt to meet our clients’ changing needs and the growing demand for care and service in our communities.

The following section provides further detail how we intend to accomplish our strategic goals along with some of the key outcomes and measures. Our Strategic Goals are supported by the process objectives and capacity building objectives outlined in our strategy map. Appendix A shows the alignment of our six Strategic Goals and 16 Strategy Map objectives.
Strategic Goals

1. **Operational Excellence**
   To meet our financial stewardship obligations and identify opportunities to drive operational excellence and ensure long-term sustainability, South East CCAC will:
   - Leverage our financial management tools to drive innovative processes for closely managing service utilization and operational costs.
   - Implement initiatives that increase efficiency and support integrated and cost-effective care delivery models to decrease operating costs and support high value, high quality care.
   - Improve the budget allocation and reporting process to provide accurate and timely financial reports at all levels in the organization to work towards achieving a balanced budget.

   **Key Outcomes and Measures:**
   - Cost reduction in total cost per client/total clients
   - Percentage of clients waiting for service for more than one day
   - Balanced Budget
   - Percentage of clients managed within or below prescribed utilization

2. **Alliance Management**
   To continue to engage with our partners, stakeholders and community to ensure their needs are reflected in our plans, South East CCAC will:
   - Build high trust alliances with other health service providers in the region to establish common priorities and patient care goals through the provision of outstanding care across the continuum.
   - Regularly engage partners and the community on the CCAC’s performance and key priorities to improve our services.
   - Ensure that the public and stakeholders have access to credible and relevant home and community care information resources when they need it.

   **Key Outcomes and Measures:**
   - Improvement in community & partner satisfaction survey results

   “My care was safe, effective and centred around me”
3. **Quality Management**

To establish the quality and continuous improvement infrastructure, processes and culture to support the delivery of high quality care, South East CCAC will:

- Implement a comprehensive process improvement and quality management system to support evidence-based quality improvement initiatives across the organization.

- Support a quality-driven culture that regularly seeks input to support continuous improvement and celebrate innovations and successes.

- Proactively identify, monitor and address service quality issues and ensure process compliance to become an accredited health care organization by FY2012 and meet the Excellent Care for All act requirements.

**Key Outcomes and Measures:**

- Progression towards accreditation compliance (% completion of Quality Performance Roadmap (QPR)) and successful achievement of accreditation by 2012

4. **Client Outcome Focus**

To coordinate the appropriate care services and safety protocols for all client populations to meet their assessed needs and deliver the best possible client health outcomes, South East CCAC will:

- Implement a population-based client service model to meet the needs and improve the health outcomes of specific client populations.

- Engage in joint planning with health care providers to develop and implement leading practice care pathways and ensure service allocations align with our ethical decision-making framework.

**Key Outcomes and Measures:**

- Percentage of Clients who say they have fallen within the last 90 days

- Number of clients with LSAS MAPLe scores high or very high living in the community supported by CCAC

- Percentage of clients with a current RAI

- Percentage of clients with pressure ulcers who are receiving priority intervention

- Percentage of clients cared for through a well-defined population based value stream
Customer Experience Focus
To deliver a positive care experience by facilitating optimal flow through the continuum of care to deliver the right care at the right place and time, South East CCAC will:

- Leverage information and partner relationships to improve access, patient flow, safety and seamless transitions to improve the client experience.

- Support timely, reliable and secure information exchange between the CCAC, its clients and partners to enhance the quality of the client experience across the continuum of care.

- Develop enhanced expertise in system navigation.

Key Outcomes and Measures:
- Overall Client satisfaction
- Wait time from community setting to community Home Care service
- Percentile wait time from hospital discharge to service initiation
- Percentile ALC days versus Province
5. Human, Information and Organizational Capacity

To enable the CCAC to deliver on its customer and financial outcomes, we will invest in our human, information and organizational capital. These investments will support evidence-informed decision-making and establish the workplace environment, coaching and supports to enable a high performance workplace.

1. Our Human Capital investments include:
   - Aligning staffing to the client services model and supporting talent sustainability, recruitment, retention and ongoing capacity building.
   - Developing process improvement skills throughout the organization to lead and support quality improvement projects and initiatives across the organization.
   - Acquiring project management expertise, skilled resources, processes, technology, and tools.
   - Ensuring managers understand how to collect and use data to measure improvements and support evidence informed improvements in client care.

2. Our Information Capital investments include:
   - Ensuring excellent business intelligence becomes a key point of leverage for decision-making.
   - Maintaining a structured, integrated information system to rapidly respond to customer needs and deliver information products.
   - Ensuring that IT development is aligned with LHIN and other sector plans.
   - Meeting the technology needs of all staff and relevant partners.
   - Proactively engage and plan with partners to support the seamless delivery of health care services across the continuum of care.

3. Our Organizational Capital investments include:
   - Training, supporting and embedding leaders throughout the organization to deliver the right results in the right way.
   - Establishing clear strategies, processes and internal services to support the delivery of outstanding client care.
   - Promoting a culture of caring, collaboration and life-long learning by providing the physical, psychosocial, and cultural conditions that maximize health, safety and well-being.
   - Establishing clear communication channels and tools to support organizational transparency and enhance relationships at all levels of the organization.

Human, Information and Organizational Capacity Outcomes and Measures:
- Percentage of MSAA measure targets achieved or are on track for achievement
- Percentage of organizational reporting needs are met with standard reports
- Percentage of employees respond favourably to the question “leaders at my organization trust employees”
By 2014...

Looking forward to 2014, we envision a South East CCAC that will deliver the highest quality, consistent client-centred care. We will continue to value and actively invest in educating our staff and make the best use of their expertise every day.

Through collaboration with partner hospitals and community based health service providers, we will identify and act on opportunities that will result in improved population health outcomes. We will enable clients to navigate and transition across the continuum of care with ease by integrating programs within the CCAC and also with other health service providers.

Working with our community partners, we envision that programs targeted to support older adult populations, like the Home First program, will support enhanced quality of life outcomes for our geriatric populations and will contribute to a significant reduction in the number of Alternate Level of Care (ALC) patients in the Hospital.

While continuing to aggressively manage to a balanced budget, we will continue to prioritize quality and safety in everything we do.

Conclusion

As we begin implementing our strategic plan over the next three years, we anticipate that we will face a number of challenges including but not limited to:

- the financial and resource implications of a rapidly aging population;
- an increase in the number of clients living longer with multiple chronic illnesses;
- increased pressure on Emergency Rooms and limited Hospital and LTC bed options; and
- changing funding structures.

In the ever changing environment of health care, both external and internal factors will continue to put pressure on our ability to deliver the highest quality health care services to all patient populations. Going forward, it is critical that we remain open to innovative ideas, consider new ways of working with our partners and ultimately remain focused on improved patient care as the number one driver for positive change.

As the development of our strategic plan was an iterative process, so too is the implementation of the plan. We will monitor our results as we execute and incorporate new ideas, insights and innovations to achieve the best possible outcomes for our clients, partners and community.
## Appendix A: Alignment of Strategy Map Objectives with Strategic Focus Areas

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<tr>
<th>Strategic Focus Areas</th>
<th>Strategy Map</th>
<th>Strategy Map Objective</th>
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<tbody>
<tr>
<td>Meet our <strong>financial stewardship</strong> obligations and identify opportunities to drive <strong>operational excellence</strong> and ensure long-term sustainability</td>
<td>1 Operational Excellence</td>
<td>Develop and implement innovative processes for closely managing service utilization and operational costs</td>
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<tr>
<td></td>
<td>2 Operational Excellence</td>
<td>Improve the budget allocation and reporting process</td>
</tr>
<tr>
<td>Continue to <strong>engage with our partners, stakeholders and community</strong> to ensure their needs are reflected in our plans</td>
<td>3 Alliance Management</td>
<td>Build high trust alliances with other health service providers in the region</td>
</tr>
<tr>
<td>Establish the <strong>quality and continuous improvement</strong> infrastructure, processes and culture to support the delivery of high quality care</td>
<td>4 Quality Management</td>
<td>Implement a comprehensive process improvement and quality management system</td>
</tr>
<tr>
<td>Coordinate the appropriate care services and safety protocols for all client populations to meet their assessed needs and deliver the best possible <strong>client health outcomes</strong></td>
<td>5 Client Outcome Focus</td>
<td>Understand value for each client group and implement a population-based client service model</td>
</tr>
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<td>Deliver a positive care experience by facilitating <strong>optimal flow</strong> through the continuum of care to deliver the right care at the right place and time</td>
<td>6 Customer Experience Focus</td>
<td>Improve access, patient flow, safety and transitions to improve the client experience</td>
</tr>
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<td>Support <strong>evidence-informed decision-making</strong> and establish the workplace environment, coaching and supports to enable a <strong>high performance workplace</strong></td>
<td>7 Human Capital</td>
<td>Develop enhanced expertise in system navigation</td>
</tr>
<tr>
<td></td>
<td>8 Human Capital</td>
<td>Align staffing to client services model</td>
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<tr>
<td></td>
<td>9 Human Capital</td>
<td>Develop process improvement skills throughout the organization</td>
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<tr>
<td></td>
<td>10 Human Capital</td>
<td>Project management becomes a core competency of leaders</td>
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<tr>
<td></td>
<td>11 Human Capital</td>
<td>Managers understand how to collect and use data to measure improvements and identify issues</td>
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<td></td>
<td>12 Information Capital</td>
<td>Excellence in producing business intelligence becomes a key point of leverage for decision-making</td>
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<td></td>
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<td>IT development is aligned with LHIN and other sector plans</td>
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<td></td>
<td>14 Organizational Capital</td>
<td>We are good at training and embedding leaders throughout the organization who deliver the right results in the right way</td>
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<td>15 Organizational Capital</td>
<td>We ensure our strategies, operational processes and internal support services are clear and support the delivery of outstanding client care</td>
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<td>16 Organizational Capital</td>
<td>We promote a culture of caring, collaboration and life-long learning</td>
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