Transforming Home & Community Care

2016–2019 Strategic Plan

Waterloo Wellington
Connecting you with care
Votre lien aux soins

ccac casc
Community Care Access Centre
Centre d'accès aux soins communautaires
Mission, Vision, and Values

Our Strategic Plan starts with our Mission, Vision and Values.

Our Mission is:
Partnering to provide equitable access to high quality, individualized, coordinated care in the home and community.

This is what we do – we work collaboratively with our partners, including our fellow health and non-health care providers, our patients and carers, our funders, and our broader public communities, to provide a seamless experience for care and service in the home and community. We ensure that access to care and service is equitable, and we focus on quality, evidence care and are true to patients’ needs.

Our Vision is:
Outstanding care and service – every person, every day.

We want to be recognized as an organization that coordinates and delivers outstanding care and service consistently to all in our communities; we are building on our successes and learning from others to continuously enhance our work, because “outstanding” is attainable by 2019.

Our Core Values are:

- Person-Centred
- Compassionate
- Responsive
- Accountable
- Leadership

These five core values define who we are and how we work. Every member of our team demonstrates their commitment to these core values in their everyday activities, and uses them as guiding principles when making decisions, delivering care and service, and in interactions with patients, carers and partners.
Our Strategic Initiatives

Outstanding Care and Service
Every Person, Every Day

OUTSTANDING SERVICE DELIVERY
• Deliver care and service that is informed by patient preferences, needs, perspectives and values
• Use technology to enhance communications and delivery of high quality care and service in the most efficient way

INSPIRED PEOPLE AND CULTURE
• Continually evolve our culture to one in which success is celebrated and failure is embraced as an opportunity to learn
• Be an organization where people want to come to work and are empowered to achieve excellence
• Staff are supported with the right tools, training and professional development

EFFECTIVE PARTNERSHIPS
AND RELATIONSHIPS
• Work with system partners, especially primary care, to ensure seamless transitions and care
• Identify new partnership opportunities with non-health organizations to bring new ways of thinking to the organization

PERFORMANCE EXCELLENCE
• Build on our successes and do things differently through adoption of innovative best practice models
• Focus on high priority areas that deliver value to our organization, partners and patients
• Use data to measure outcomes and continuously improve care and service delivery

COMMUNICATION AND ENGAGEMENT
• Facilitate effective and secure information transfer of clinical information within the organization and externally with care and service delivery partners and patients
• Increase awareness of what we do by using innovative communication platforms to reach our community, patients, partners and staff
• Formally engage with patients, carers and community partners to improve outcomes through the delivery of care
A Message from our Board Chair

The Waterloo Wellington CCAC Board of Directors and I are pleased to share with you our vision for the future. We are in a time of change and transformation, and with this, comes the need to be forward thinking and innovative. Through this Strategic Planning process, we have spoken with our partners in health care, as well as those who have different industry perspectives. Our team has recognized that we must do things differently to be able to be successful in achieving our Vision, and there is much to learn from how others do things to advance our local health care system. We are committed to continuous improvement in the way we govern and provide oversight to the organization all the while focused on providing a better experience for patients and carers in the community. We are determined and delighted to be partnering with you to achieve "outstanding care and service - every person, every day".

BRIAN COWAN
CHAIR, BOARD OF DIRECTORS

A Message from our CEO

I am excited to share the 2016 - 2019 Waterloo Wellington CCAC Strategic Plan. As this plan articulates, we are doing things differently.

We are working with our Local Health Integration Network, family physicians, community partners and service providers to explore new and innovative ways to deliver best practice care to our growing and ageing community.

Looking forward, the Waterloo Wellington CCAC will play a key role in the transformation of home and community care. We will use our strengths and build on opportunities to create an organization that is centred on patients and carers - the many different people such as families, neighbours, and volunteers who support patients in our community.

Our strategic plan is rooted in the Ministry’s Patients First: A Road Map to Strengthen Home and Community Care and reflects valuable input from our staff, patients and leaders within our community.

From our 2013–2016 Strategic Plan emerged our ‘Internal Compass’ – guiding principles developed by staff. Our compass remains an important foundation in this new plan.

The future of home and community care is bright indeed. We look forward to continuing to drive and support this exciting transformation.

DALE CLEMENT,
Chief Executive Officer
Organizations that operate within the health care space are looking for new ways to work to address the challenges presented by the need to provide more care and service to more people, while using limited resources. A demand exists to provide high quality care and service in smart ways, where we build on successes and learn from our challenging situations.

The health of our population is also transforming; our communities are ageing and are managing more complex, chronic health and social needs than ever before. Now is the time for innovation in care and service delivery to ensure that our families and neighbours are achieving the best health outcomes possible when interacting with the health care system, while providing the ideal individual experience.

At the heart of everything we do is our Internal Compass which provides the foundation on which we engage with patients, carers, partners and our staff.

Waterloo Wellington Community Care Access Centre (CCAC) is excited about the opportunities that the future presents, and is thrilled to be sharing our Strategic Plan for 2016–2019 that embraces change and focuses actions towards a vision of “Outstanding care and service – every person, every day.”

We thank the Waterloo Wellington CCAC Board of Directors, staff, partners, as well as our patients and carers, for contributing to the development of this Strategic Plan.
About Us:
Waterloo Wellington CCAC

We provide information and connect residents of Waterloo Wellington to the care they need, at home and in the community.

We assess individuals’ needs, connect them to the appropriate home support services such as nursing, therapy and personal support workers, and we advocate on their behalf throughout a health care journey. We do this so that they can remain in their home and community, for as long as possible because that’s where they’ve told us they want to be.

We provide assistance and information to support residents’ transitions from and to various care settings such as from hospital to home, to Long-term Care and to Residential Hospices if it becomes too difficult to live independently at home. We support transitions to Adult Day Programs, rehabilitation, complex care and supportive housing to ensure patients have care and support they need. We link patients to community support and volunteer services.

We support people of all ages, including seniors, adults, and children. We help children who require physical, medical and mental health support to attend school through the provision of in-school health services.

Our expert team will assess and determine care needs, work with patients and carers to develop a customized care plan and coordinate quality care delivery with our primary care practitioners and system partners to support patients and their carers.
Five Success Factors have been identified as key to achieving our Vision for 2016 to 2019, which also provide the foundation for our planned strategic initiatives.

The following pages provide more detail on how we define each of these Success Factors, the actions we will take, and what success will look like.

Our Strategic Planning Framework and Success Factors:

To be successful in reaching our Vision, we must do things differently by prioritizing our actions and focusing on the factors that will be most impactful.
As our health care system and environment changes around us, and as we experience heightened demand for care provided in the home and community, we must lead in the modernization of home and community care to ensure our care and service meets the evolving needs of our community.

For us, this means:

• We deliver a positive experience for everyone we serve
• We do things differently to provide access to sustainable, high quality service that meets the needs in our community
• We are leaders in modernizing how we provide home and community care, for our region and our province

The ways in which we will achieve this include:

• Deliver care and service that is informed by patient preferences, needs, perspectives and values
• Use technology to enhance communications and delivery of high quality care and service in the most efficient way
We recognize that our organization must be flexible and drive transformation while maintaining service excellence; to achieve this, we need people who are experts in their field, who are engaged in a productive and positive culture, and who keep patients at the core of everything they do.

INSPIRED PEOPLE AND CULTURE

For us, this means:

• We have a culture that puts patients and carers first
• We empower people to be creative leaders throughout our organization, where people can do their best work
• We are smart risk takers, embracing new opportunities and learning from mistakes
• We are nimble and resilient to take advantage of the opportunities that come with change

The ways in which we will achieve this include:

• Continually evolve our culture to one in which success is celebrated and failure is embraced as an opportunity to learn
• Be an organization where people want to come to work and are empowered to achieve excellence
• Staff are supported with the right tools, training and professional development opportunities
We do not operate in isolation and acknowledge that we will be infinitely more effective if we work together and build relationships with our partners, enabling us to deliver and coordinate the highest quality of integrated care and service to create a seamless experience for all.

For us, this means:

• We build relationships with the right partners, traditional and not, by focusing on the social determinants of health to best meet the needs of our patients and carers

• We do not do things on our own and will work with our partners, including patients and carers, staff, primary care, providers and funders

• We are transparent and talk about what we are doing

• We will simplify the system and decrease the burden of care on patients and carers

The ways in which we will achieve this include:

• Work with system partners, especially primary care, to ensure seamless transitions and care

• Identify new partnership opportunities with non-health organizations to bring new ways of thinking to the organization
We are continuously working towards being a “better” organization. Through ongoing improvement efforts, we are always looking for opportunities to learn and to improve in all areas of what we do, and we have a leadership role in supporting our partners to do the same. We are committed to being transparent, accountable, and sustainable.

For us, this means:

- We are evidence-informed to continuously improve the quality of service and care
- We focus on sustainable equitable delivery of care and service to support health and wellbeing for our population
- We are fiscally responsible, accountable and transparent
- We generate and implement ideas to improve home and community care

The ways in which we will achieve this include:

- Build on our successes and do things differently through adoption of innovative best practice models
- Focus on high priority areas that deliver value to our organization, partners and patients
- Use data to measure outcomes and continuously improve care and service delivery
Staying connected to our community will allow us to be responsive to their needs. This means that we create a common understanding of what we do and how we add value, and importantly, that when we make decisions we incorporate all relevant perspectives.

For us, this means:
- We actively listen to, and engage with, our patients and carers, staff, community and partners to make informed decisions
- We communicate and engage to continuously improve service
- We advocate for our patients and carers, our staff, and our community
- We collaborate across the region to improve linkages with primary care and our population

The ways in which we will achieve this include:
- Facilitate effective and secure information transfer of clinical information within the organization and externally with care and service delivery partners and patients
- Increase awareness of what we do by using innovative communication platforms to reach our community, patients, partners and staff
- Formally engage with patients, carers and community partners to improve outcomes through the delivery of care
Measuring Our Success

We want to inform and share about all of the great work that we are doing! Through a regular monitoring, measuring and reporting process, we will be transparent about our progress in achieving the specific strategic initiatives within the Strategic Plan that will enable us to achieve our Vision.

The following are examples of the types of indicators that will be regularly reported and communicated by our Leadership Team:

- The experience of our patients and their carers as they partner with us, through:
  - Outcome-based measures
- Our success in improving the health outcomes of our patients, through:
  - Outcome-based measures to support sustainable change that improves the health outcomes of our region’s population
  - Service evaluation using a Triple Aim approach (patient experience, quality, value for money)
  - Service Provider Accountability
- How well we have supported and empowered our people, through:
  - Voluntary Turn Over Rate & Employee Experience
  - Overall Human Resources and Organizational Development Plan
  - Documented initiatives where our staff led a leading practice within the organization or within the system
- How well we work with our community partners to ensure coordinated and seamless care delivery, through:
  - Outcome-based measures
  - Partner Experience
  - Leveraging integrated leading practices

Success is enabled by effective and focused monitoring and measurement
Moving Forward

To achieve our Vision of “Outstanding Care and Service – Every Person, Every Day” by 2019, we have to act now and focus on what matters most, our patients and their carers.

Our action plan is specifically aligned with our Vision, Mission, and Values, keeps the patient at the centre, and provides clear guidance on how we will work together to make an even better organization.

*We look forward to sharing our ongoing successes with you as we implement our exciting Strategic Plan.*

Appendix

**Strategic Planning Process**

The Waterloo Wellington CCAC, led by the Board of Directors, has developed a new strategic plan to guide its actions from 2016 through to 2019. Our strategic planning process began in August 2015 and was completed in November 2015. Throughout the planning period we spent a considerable amount of time celebrating what we have achieved as an organization, the healthcare landscape in which we operate and where we need to go from here. Throughout the process we received input, feedback and advice from our patients, community partners, staff and industry leaders through a variety of mediums including surveys and interviews. This feedback contributed to our refreshed Vision, Mission and Values and Success Factors as well as our Action Plan.

Specifically, the process included:

1. **Stakeholder Engagement:** Both internal and external stakeholders were engaged to support the planning process and determine where we were succeeding, where there was room for improvement and what should be most important to us going forward. Interviews were conducted with a variety of thought leaders and system partners. A broad survey was distributed among our leadership, Board of Directors, staff, partners, and residents of Waterloo Wellington, receiving over 380 responses.

2. **Environmental Scan:** Recent and forecasted trends, challenges and developments in the home and community care sector and health system more broadly were considered to understand the pressures and opportunities that exist within our current operating environment, directly guiding our planned directions.

3. **Strategic Planning Retreats:** Our Board and leadership came together through a series of strategic planning events to refresh our Mission, Vision, Values and to define the Success Factors needed to be successful on a refreshed, outcome-oriented action plan that will focus us in the years to come.
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Waterloo Office:
141 Weber Street South
Waterloo ON N2J 2A9

For residents of the Region of Waterloo:
519 748 2222
888 883 3313

For residents of Guelph, Wellington County and the Township of Southgate:
519 823 2550
800 265 8338

wwccac.org