

## **Program Quality and Effectiveness Presentation**

A patient story was brought forward related to third party care providers and scheduling consistency. It was noted that a caregiver dealing with the complex health conditions of a loved one often experiences burn-out. The CCAC's vision of providing outstanding care to every person, every day, extends beyond our patients - our work must also support carers, so that we can help to ease their burden during this stressful time. The story was related to a caregiver caring for an aging parent. Visits were being made by multiple personal support workers. This lack of consistency caused unintended stress for the patient and subsequently the caregiver. The CCAC worked with the service provider and family with the outcome that consistent providers were established for the family. The CCAC continues to explore with its third party providers how to support carers as they care for their loved ones with focus on addressing consistency and continuity of providers. One initiative using designated providers wrapped around a cluster of patients was launched with retirement homes in Waterloo Wellington with excellent results, and expansion of the initiative is currently in progress. Dedicated work around scheduling consistency and provider continuity will continue in support of our vision of delivering outstanding care to every person, every day.

## **CEO Report**

CEO Dale Clement reported on:

### Provincial Updates:

- Provincial structural reforms: An update related to the progress since the release of the Minister's December 2015 paper describing structural reforms designed to strengthen patient-centred health care in Ontario was provided. The Ministry has entered a period of consultation across the province which will conclude on February 29. CCAC is expecting the Minister to announce the results of the consultation in March and offer greater clarity as to timing and next steps in the process.
- Syrian Refugee/Primary Care Connection: WWCCAC worked closely with the WWLHIN, the dedicated Refugee Clinics at Sanctuary and Center for Family Medicine and Reception House to develop a process for connecting Syrian Refugees to Primary Care. An overview of CCAC's role and process for connecting refugees to primary care was provided.
- Strategic Plan 2016-19: The CCAC reviewed its Strategic Plan 2016-19 and concluded that it is strongly aligned with the Minister's "Patients First: A Roadmap



to Strengthen Home and Community Care”, the Report of the Expert Group on Home and Community Care “Bringing Care Home” as well as the WWLHINs Integrated Health Services Plan for 2016-19. The strategic plan, therefore, will be used to guide our planning for the coming year and will be formally shared with staff and publicly available on our website in March 2016.

### Personalized Care

- Care for Special Needs Children: Consultations with the four provincial ministries (Children & Youth Services, Education, Health & Long Term Care, Community & Social Services) to implement the Ontario Special Needs Strategy in the community were completed in the fall of 2015. WWCCAC participated in three local geographical areas and, with its partners, submitted integrated rehabilitation service delivery models for paediatric pre-school and school age children. Feedback about next steps has been provided from the four Ministries and the Ministries will meet with each table in the Fall, 2016.
- Nursing Clinics: A review of clinic access and operations was completed in December 2015 with some changes in process implemented January 2016, resulting in increased utilization. Palmerston nursing clinic planning is underway with Saint Elizabeth Health Care established as the nursing service provider organization.
- Palliative Care: Work is underway with our hospital partners to incorporate post-acute palliative beds into the Coordinated Bed Access model managed by CCAC. The target implementation date is April 6. The working group includes hospital and community hospice partners and is led by CCAC. This work will improve timely and equitable access to these system beds and improve visibility into system bed capacity for palliative patients.

### Safe High Quality, Evidence-based Care

- Service Delivery Guidelines for all disciplines have been revised and implemented to ensure equitable, consistent, quality service delivery of care for all patient populations while maintaining fiscal responsibility within the organizational budget allocation.
- Wound Care: a review of all high frequency nursing visits for wound care was conducted to evaluate alignment with best practice. Nursing service provider site visits are booked for mid-February to observe how the best practice pathways have been adopted with their wound care practice, education and orientation.
- Rapid Recovery (Expression of Interest for Assess and Restore Funding): The program which aims to facilitate earlier discharge of patients from inpatient



rehabilitation and restore beds went live with the pilot program on January 18. Clients admitted to date have left 7 to 10 days earlier from rehab. This provides greater access to rehabilitation beds in our hospitals.

### Seamless and Coordinated Care

- **Coordination of Care Service Delivery Model:** the WWCCAC is embarking on a project to align care coordination to smaller neighbourhoods within its four sub-LHIN geographies. The project has been identified as a top organizational priority to support optimal patient care, connection with primary care and a stronger connection with population health drivers in the local neighbourhoods. The Coordination of Care realignment project enables organizational transformation that aligns with primary care integration and future operational needs, including geographic alignment of our contracted service providers that aligns with defined community neighborhoods.
- **Integrated Discharge Planning:** a Memorandum of Agreement for a permanent integrated manager of discharge planning to assist in improving system performance -
  - has been signed with Cambridge Memorial Hospital
  - is being finalized with Guelph General Hospital;
  - is being considered with Saint Mary's Hospital.

### Innovation & Technology

- **Innovative Procurement:** WWCCAC has been provided with funds to lead an innovation procurement project related to System Coordinated Access – a regional project that will provide technology and mechanisms to streamline and rationalize referrals across the region (e.g., from family physicians to specialists, to hospitals to community services.)
- **Information Technology:** The IT/Facilities teams continue to work on a number of projects to support the improved use of technologies. Examples include assistance with the setup of the pilot organization on Health Partner Gateway for Total Joint Replacement; Surgery Outpatient Clinic including partner engagement and education; automated provider reports which digitizes communication between CCAC and providers leading to efficiencies in administrative work; planning for the March opening of the new clinic site in Palmerston.
- **Decision Support:** The main focus was on providing data to Patient Services to inform process changes on high impact practices. Specific work occurred around Nursing Clinics, Home First Intensive Services and PS&H Guidelines, as well as

other operational and planning work on Coordination of Care, Rapid Recovery, Therapy Guideline Reporting, Board dashboards, Patient Available data processes and a Cube upgrade to enable faster reporting on referral length of stay, referral sources and referral discharge destinations.

### **2016-2017 Performance Management Framework**

The Board of Directors approved the 2016-2017 Performance Measurement Framework (PMF). The PMF focus and alignment is on what needs to be achieved in the 2016-2019 Strategic Plan. The Plan was developed in collaboration with staff, system partners and those with different industry partners. Five Success Factors were identified as areas of focus. The PMF is aligned with the Quality Improvement Plan, the Annual Business Plan and the lens of financial health. The Plan included Five Success "Factors and the Strategic Initiatives associated with each; proposed projects that align with the PMF; targets for each project.

### **2016-2017 Quality Improvement Plan**

The Board of Directors approved the 2016-2017 Quality Improvement Plan (QIP) for submission to Health Quality Ontario. The 2016-2017 QIP is the third annual plan for Waterloo Wellington CCAC and CCACs provincially. The 2016-2017 QIP is a document of Health Quality Ontario, separate from the WWCCAC Strategic Plan, Annual Business Plan, and Performance Measurement Framework, but wherever possible QIP action plans are linked to and aligned with the strategic priorities of the WWCCAC. The Board reviewed a table in the report which outlined the Quality Dimensions in the QIP and their alignment with the success factors in WWCCAC's 2016-2019 Strategic Plan. Current performance and targets for 2016-17 were also included.

### **Ensure Board Effectiveness**

Sub-committees of the board presented their reports, including:

- The Governance Committee reported the annual board evaluation process will be launched by month-end via two electronic surveys that capture board and board committee performance as well as individual performance.
- The Governance Committee dashboard for 2016-2017 was presented with recommendation to the Board that the current five indicators be continued to allow benchmarking against previous quarters.
- The Quality Committee reported on the status of WWCCAC's Multi-year Accessibility Plan 2014-2019 compliance with the Accessibility for Ontarians with Disabilities Act

(AODA). It was noted the initiatives undertaken to date and those planned as set out in the Plan satisfy the WWCCAC's obligations under the AODA.

- The Quality Committee presented a report on its third quarter dashboard report. This dashboard is a combined report of the Performance Measurement Framework (PMF) and the Quality Improvement Plan (QIP) indicators – a total of 14 indicators. Focus was on the results and action plans for those indicators flagged red.
- The Resources Committee reported -
  - That the WWCCAC is in compliance with the Banking and Investment Policy.
  - That the WWCCAC is in full compliance with the provisions of the Public Sector Compensation Restraint and other relevant legislation
  - On the financial statement to December 31, 2015 with focus on the volume and cost of care services and high impact practices.
- The Audit Committee reported on meeting with the external auditor as part of its annual responsibilities. The auditor and committee members reviewed the summary of procedures related to the upcoming audit. The auditors and committee will meet again around the end of May and the final audited financial statement will be presented to the Board in June. The committee also reported on its review of the WWCCAC Disaster Recovery Plan which is a component of the larger WWCCAC Emergency Plan.

## Learn More

More information on the Board meeting are posted to the WWCCAC website at [wwccac.org](http://wwccac.org) click on "About Us, Governance, Board Meetings".

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