



Inspiring Knowledge Through Partnership

Presenters:

- Sandra Coleman, CEO, South West CCAC
- Anita Cole, Regional Manager, Client Services, South West CCAC
- Donna Ladouceur, Senior Director, South West CCAC
- Gordon Milak, Senior Director Performance Management & Accountability, South West CCAC
- Dr. Carol L. McWilliam, Professor, Faculty of Health Sciences, School of Nursing, Health Sciences, University of Western Ontario



HROD Strategy

- All 14 CCACs committed to the Learning Organization strategy at the time of start up
- At the South West CCAC, we decided to talk with our staff and partners about that commitment in terms of, “Client Driven Care”
- At it’s heart, it’s about moving from transactional to transformational leadership



CCAC's Customer Value Proposition

Self-Expressive Benefits: The identity consumers develop for themselves through association with the CCAC

Who I Am...

I am smart and resourceful. I use the CCAC to help the health care system work for me

Emotional Benefits: Emotional response created and reinforced by interacting with the CCAC

How I Feel...

Cared about
Peace of mind
Supported
Empowered

Functional Benefits: Benefits based on product attributes that provide functional utility

What I Get...

Reliable information
Connected
Objective comprehensive personalized plan
Access to publicly-funded services
Quality care



Our Sector's Commitment



Our Sector's Future

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.



What does this mean for CCACs?

- Is this a new way of being, thinking and working with others?
- Do we need a shift in the mental model?
- Is this about the What?
- Is this about the How?
- Is this about the Science of Case Management?
- Is this about the Art of Case Management?



The Emerging Accountability Model

- “Health care is predominantly relationship based. Accountability is about building relationships in horizontally integrated systems. **Partnerships** between those who are not related to the same employer is the emerging model of organization.”
- “As the the continuum of care begins to take centre stage in the delivery of services, the **relationships of the team members and their commitment to the outcomes** toward which they are directed determines the success. It is at the point of service where the health care organization lives its life. Continuous dialogue is essential”

T. Porter O’Grady in *The Leadership Revolution in Health Care*



What does this mean for CCACs?

- Is this transactional or transformational leadership?
- Is this command and control or empowerment?
- Can staff live with dissonance?



Our Time Together Today

- Describe our journey of who we are and what we believe
- How we've implemented our OD strategy to advance the mission and vision and brand
- Client, employee and system outcomes



Client-Driven Care (CDC): What is it?

- A commitment to outstanding care requires a commitment to excellence in WHAT we do and HOW we do it
- A partnering approach, not an expert medical model
- The equitable sharing of knowledge, status and authority – those who traditionally have KSA have to give it away
- The golden rule with a twist: “Do with others as you would have them do with you”

Client-Driven Care...the Difference

•Old

- Assessment of eligibility
- Resource allocation
- Monitoring
- Discharge

•New

- Building trust
- Negotiating roles
- Clarifying expectations
- Support in reaching own choices in health



What do clients say?



What do you think?

- Are there eligibility criteria?
- Is this easy?
- What are the barriers to working this way?
- What strategies, tools and processes can advance our vision and mission?



Client-Driven Care



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Supporting a Culture of Client-Driven Care





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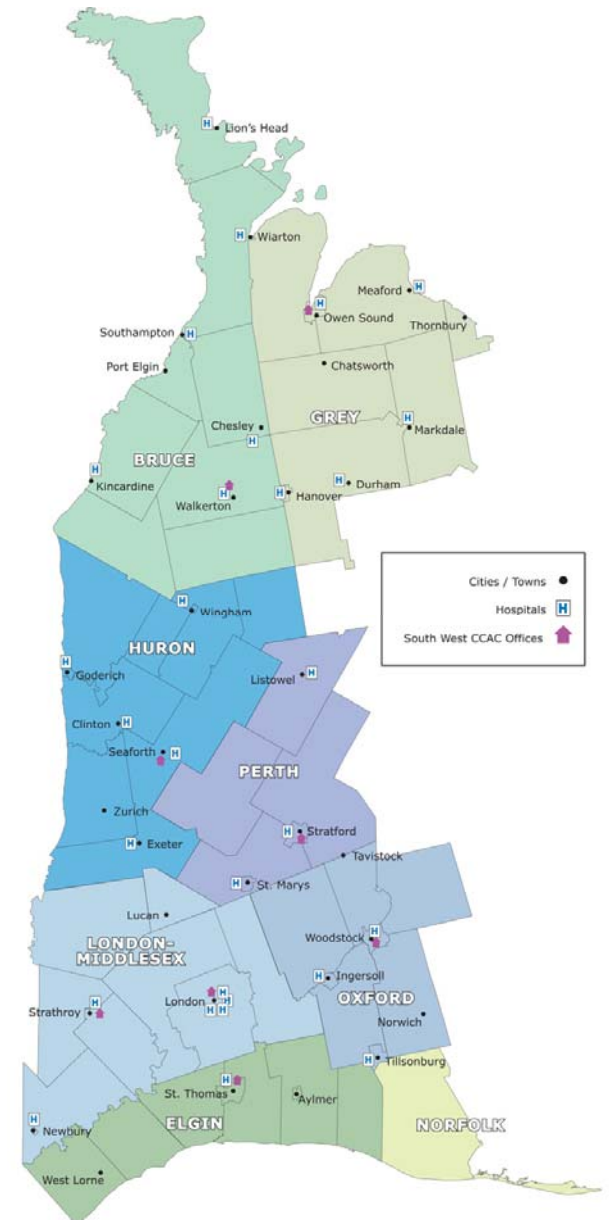
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Client-Driven Care and the Individual

Anita Cole

Launching the South West CCAC

- Compass
- Staff meetings
- Fact Sheets
- Team meetings
- Role Plays
- Case Scenarios
- Videos
- Values and Statement of Ethics
- Strategic Directions
- KTA = ongoing learning and cultural evolution



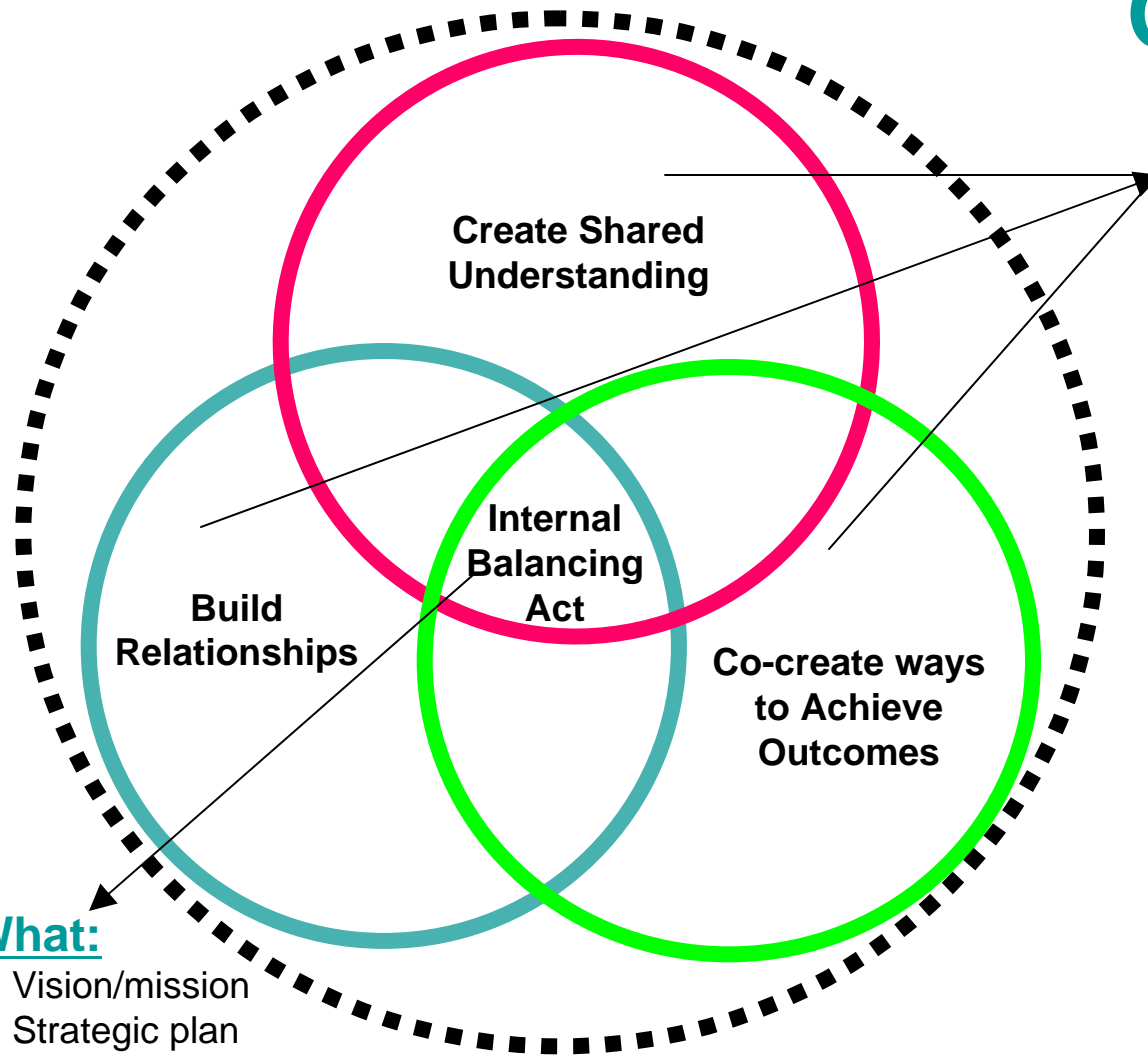
Our Compass

How might we.....?

- ✦ Do “with”, instead of do “unto”
- ✦ Invite voice and listen
- ✦ Make caring visible
- ✦ Facilitate meaningful connections
- ✦ Share stories, find common ground
- ✦ Be triangulation-free
- ✦ Avoid triggering the “fight or flight” response
- ✦ Be barrier busters, solutions focused
- ✦ Appreciate not all things that count can be counted
- ✦ Choose our words
- ✦ Be sensitively responsive to unique strengths and needs

What:

- ✦ Vision/mission
- ✦ Strategic plan
- ✦ Quality and resources
- ✦ Shared leadership
- ✦ Risk management
- ✦ PMF goals and accountability



The KTA Process

- KTA projects in each South West CCAC site
- Front line CCAC and service provider staff working together on how to enable CDC
- Met monthly to develop and implement action strategies
- Phase 1 of projects complete December 2007
- Review of findings and implementation



The KTA Outcomes of 10 months and 200 people

- Orientation program materials
- My Home Care Team
- Guidelines for provider agency service delivery within specified geographic areas
- Direct communication between Case Manager and PSW
- Recommendation for identification of flex care areas so that providers can work within a designated geographically proximate area
- Record in the Home
- Case Conferencing policy

Guided Communication Project

- How to move language from the old to the new
- A second research project started December 2007
- This project gave front line staff and providers a tangible format for structuring Client-Driven Communication in day to day activities
- It was rolled out to all CCAC staff and all front line provider agencies
- The usage of this guided communication was then tracked
- To date: over a 500% increase in usage between 2007-2008





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Client-Driven Care and the Organization

Donna Ladouceur

Creation of a Flat Participatory Structure

- Significant pull to Branch Manager Model
- Goal to spread an empowerment model building on the foundations of Client-Driven Care
- All managers had multiple site and population accountability
- Transparent approach to build relationships
- Commitment to participatory leadership
- Org chart is reversed to signal sharing of power

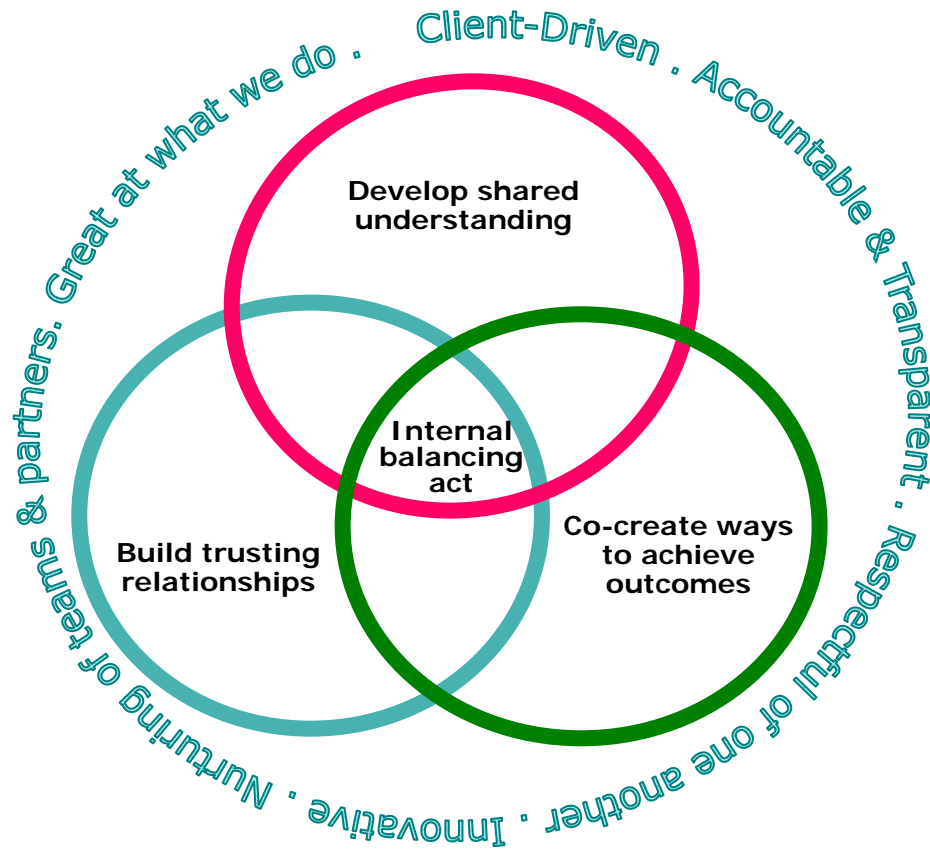
Understanding “We Are One”

- Helping staff understand their thinking styles and how to improve relationship building, the creation of trust, team functioning and decision making
- Connective Intelligence
- Watershed moment All Staff 2008
- Staff energized with a sense of who they are and how to best work in teams to reach their potential
- Inaugural CDC Awards of Distinction – few nominations

Empowering All Staff

- Enable case managers to spend maximum time focusing on the client
- Enable support staff to be first point of contact
- True partnership model to develop a case management team
- Focus on high quality customer service at every point of client's journey
- All teams cocreated equitable service delivery models

Co-Creation of Teams



- How we involved staff to be involved in changes

Union Leadership is key

"The South West CCAC has clearly demonstrated their commitment to client driven care. We believe the South West CCAC provides that same kind of commitment to the ONA members through the continued involvement of ONA in issues related to the workplace. We are excited about the negotiated Collective Agreement and look forward to continued dialogue as we develop a shared understanding of the issues facing both the ONA members and the client."

Caroline McWhinney, ONA BUP



Quality Improvement Leadership Teams

- Mechanism for our shared leadership model at each site – front line staff
- Develop shared understanding of the drivers for change
- Building trust with colleagues
- Sharing mutual knowledge
- Working together to implement care strategies in four key areas that will enable new Vision:
 - Case Management Support Model
 - I&R Service Delivery Model (live answer 12/7, care connector)
 - Hospital Service Delivery Model
 - CHRIS

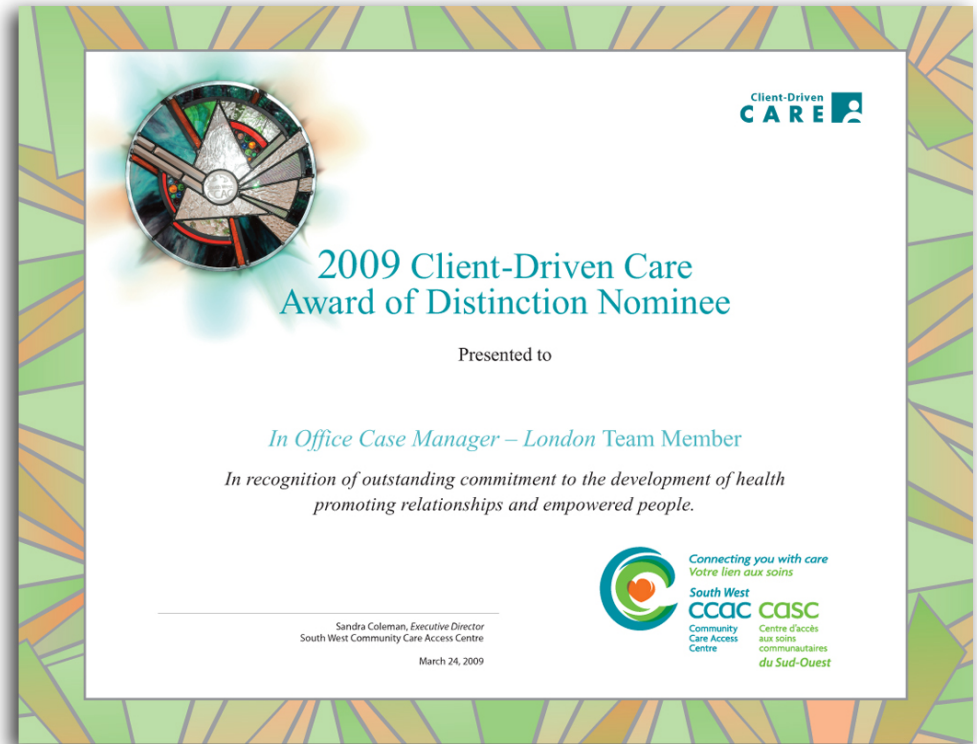
“Everything is Possible to a Willing Heart – Yes We Can”

- Second watershed moment in our journey, All Staff March 24, 2009
- Mike Lipkin inspired us to become all we want to be as the care connector for our clients in the health care system
- 98% have good understanding of new Vision/Mission
- 91% have good understanding of steps we are taking to achieve the vision and strategic directions
- 94% have good understanding of behaviours that reflect CDC and help us achieve our vision and strategic directions
- 88% proud to be part of the SWCCAC



Client-Driven Care Awards

- Staff nominated
- Participation from entire organization
 - Individual Client Services
 - Individual Other
 - Team



We came from
Seven
To
"We are One"
To
"Yes We Can"





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Client-Driven Care and Inter-Organizational Partners

Gordon Milak

2007 – 'New' CCAC as a Partner

- 2 Foundational pillars:
 - Client-Driven Care
 - Accountability
- Service provider Relationship:
 - CCAC Role: assessment, I&R, Service coordination, system navigator
 - Service Provider Role: direct care
 - Need for effective partnership
 - Inter-Agency Partnership Leadership (IALP)



Inter Agency Leadership Partnership

- Built upon principles of CDC compass:
 - Trusting relationship
 - Share understanding
 - Co-create solutions*
- Purpose is outcomes: Strategy, Performance, Capacity, Quality, Data sharing
- Compass as the foundation for mutual commitment and power sharing for 68 organizations
 - How we transform leadership in every corner and individual of home care team, shared with provider front line staff



Inter Agency Leadership Partnership

"Our sector is challenged today like never before. The IALP meetings encourage open and frank dialogue with the CCAC and other provider agencies to work toward solutions to deliver the highest quality of client care... It's a balance, but the level of information sharing enables everyone to share barriers and best practices, innovative ideas and strategies in an open collaborative forum."

Linda Knight, CEO Care Partners



March 2008 CDC Expo – The Oprah Show

- The Oprah Show:
 - Celebration of excellent work
 - Celebrations of collaboration in action
 - Showcase of outcomes/deliverables



KTA Project

- One group participant (PSW) said it best when she stated:

"Since coming to these groups and getting to know everyone and understanding better how important the work that I do is, I quit my second job and now work fully for this agency."

KTA Project Recommendations

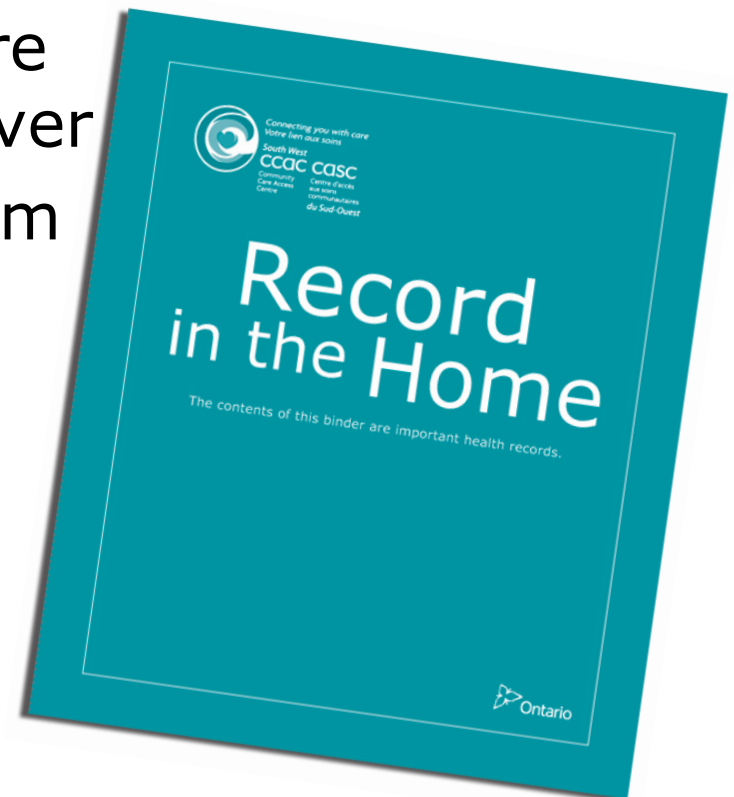
- Common Staff Orientation
 - Used for all new staff both SP and CCAC
 - Focus on culture of Client-Driven Care
 - Relationship building to enable a great client experience



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KTA Project Recommendations

- Record in the Home (RITH)
 - Record shared by all providers regardless of agency
 - Communication across the care team – including client/caregiver
 - Knowledge Transfer mechanism
 - Services, Access & communication log
 - Service & Care plan, schedules & special notes
 - Roles & responsibilities
 - Emergency Planning
 - Dealing with concerns

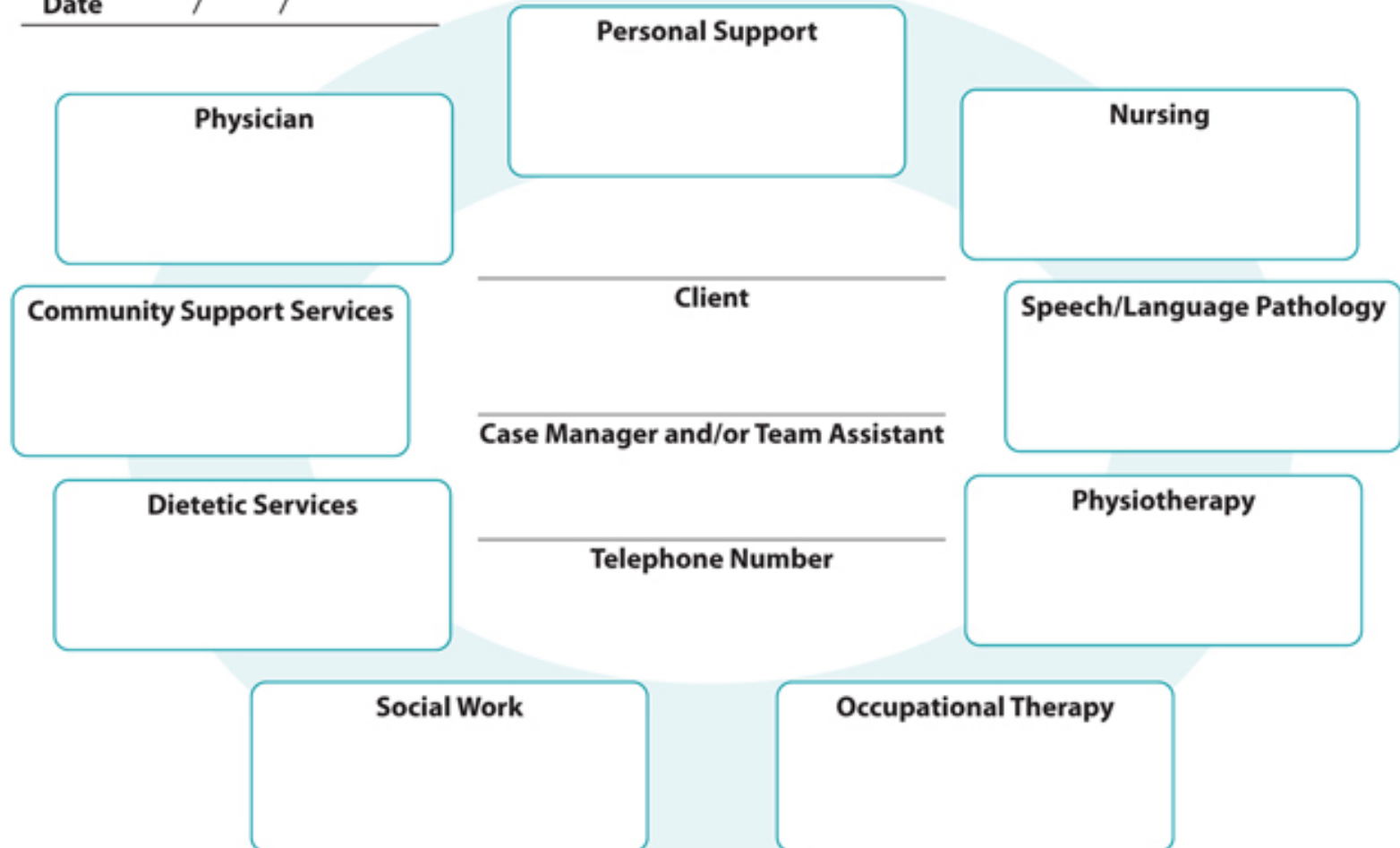


MY COMMUNITY CARE TEAM



My Goal _____

Date / /



Heroes in the Home

- Annual recognition event
 - Anyone can nominate
 - Every nominee is awarded:
 - Clients, caregivers, health care providers, Case Managers/team assistants, volunteers, teams
 - Event presentation
 - Their 'story', a HITH pin, refreshments
 - 2008: 4 events:
 - 580 attendees
 - 300 recipients



Go Forward

- IALP accepted joint responsibility to spread & sustain CDC:
 - Annual Workplan
 - Collaborative Relationships
 - Culture across agencies
 - Positive Assumptions





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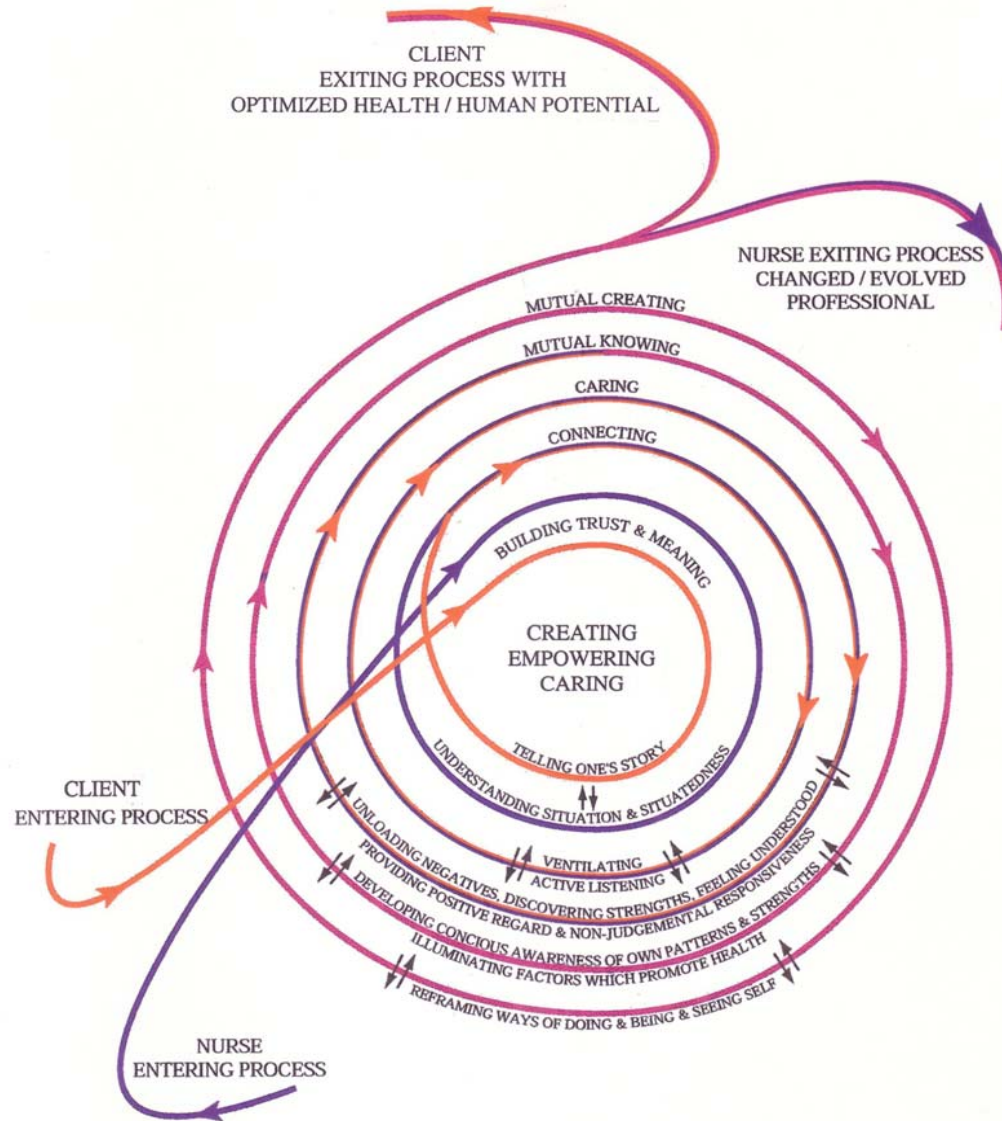
Client-Driven Care Research

Dr. Carol McWilliam

Today's workshop

- Have we lived the process of engagement with you?
- What has occurred this morning?



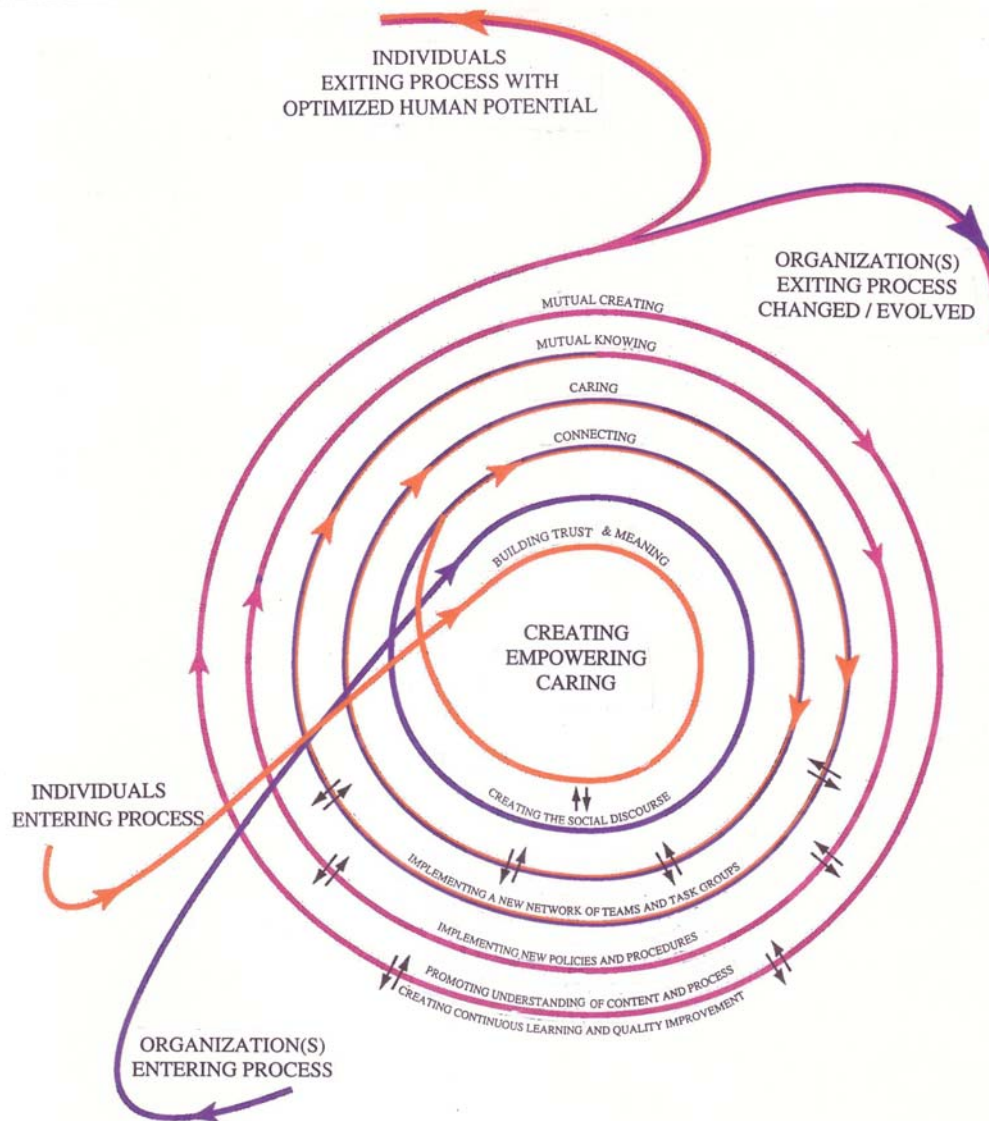


- INDIVIDUAL PARTICIPANT'S ROLE
- PROFESSIONAL'S ROLE
- MUTUALITY

© C.L. McWilliam (1997).
Health Promotion International, 12(2), 111-123.

Illustration - T.Wallace

Figure 1.
 Creating Empowering Caring at the Individual Level

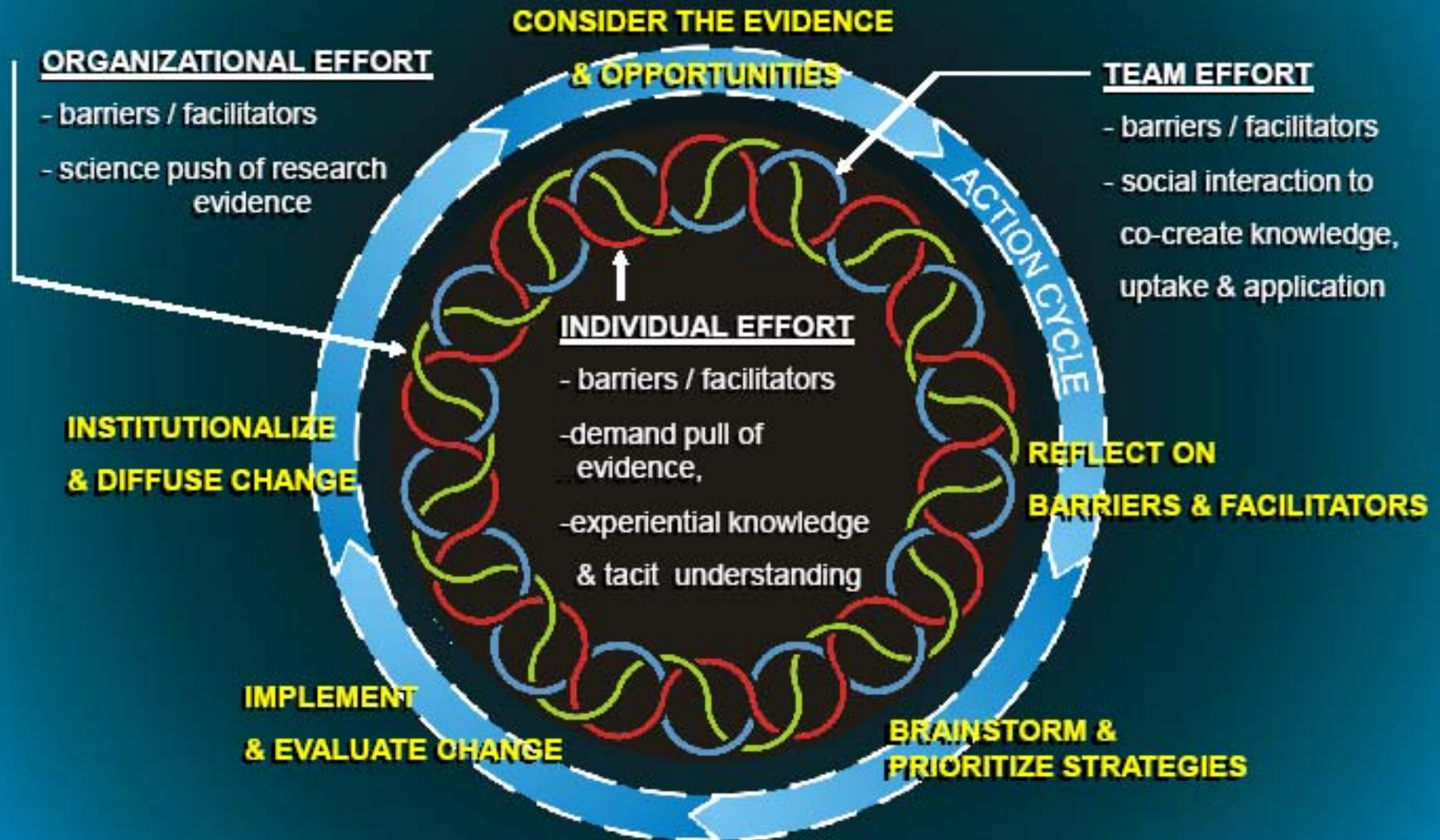


- INDIVIDUAL PARTICIPANT'S ROLE
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- MUTUALITY

© C.L. McWilliam (2003). *Journal of Interprofessional Care*, 17(4), 363-375.

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PARTICIPATORY ACTION KNOWLEDGE TRANSLATION (PAKT) MODEL



INSPIRING KNOWLEDGE THROUGH PARTNERSHIP

McWilliam et al./ CCACs & Provider Agencies

MRC; NHRDP; MOHLTC; Health Canada; CIHR; SSHRC; Family Foundations

20 YEARS OF COLLABORATIVE RESEARCH:

- ◆ 23 studies (n=19 on CDC; n=4 on KT)
- ◆ > 3500 participants
(2387 clients; 819 providers; 379 caregivers)
- ◆ > \$1, 801,900
(\$1,652,123 =CDC; \$149,800= KT)
- ◆ 38 peer-reviewed publications (29=CDC; 9=KT)
- ◆ > 300 papers at conferences

OUTCOMES OF CLIENT-DRIVEN CARE (McWilliam et al., 1999)

Client:

- ◆ > independence (p=.008; p=007)
- ◆ > perceived ability to manage own health (p=.014)
- ◆ < desire for information (p=.021; p=.035)
- ◆ > quality of life (p=.006)
- ◆ 8.2 fewer days in hospital; less health service

OUTCOMES OF CLIENT-DRIVEN CARE (McWilliam et al., 2004)

Providers:

- ◆ > job satisfaction
- ◆ > positive perception of job characteristics
- ◆ > empowering partnering effort

OUTCOMES OF CLIENT-DRIVEN CARE

(McWilliam et al., 1999; 2004; 2007)

System:

- ◆ **8.2 fewer days in hospital; less health service**
- ◆ **no difference in service utilization or costs**
- ◆ **client involvement & choice meant decreased service consumption & costs**



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Client-Driven Care and the System

Sandra Coleman



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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.

Performance Measurement Framework

STRATEGIC DIRECTION	GOAL STATEMENT	STRATEGIC DIRECTION	GOAL STATEMENT	STRATEGIC DIRECTION	GOAL STATEMENT	STRATEGIC DIRECTION	GOAL STATEMENT
1.0 Provide Effective, High Quality Client-Driven Care	1.1 We enable effective and timely access to care.	2.0 Work Well With Partners	2.1 We effectively connect clients with appropriate supports.	3.0 Be a Great Place to Work	3.1 Employees are satisfied and engaged.	4.0 Use Resources Wisely	4.1 We ensure value for money, using the principles of economy, efficiency, and effectiveness to achieve our goals.
	1.2 Clients receive the appropriate care.		2.2 Partners are satisfied with our relationships.		3.2 We are a learning organization that transfers knowledge to action.		4.2 We are increasing our productivity through innovation and technology.
	1.3 We provide safe care to clients.		2.3 Partnerships result in integrated client solutions, furthering the Integrated Health Services Plan in the South West.				4.3 We ensure access to consistent care based on research findings and best practices.
	1.4 Clients & caregivers are engaged as active partners in their care.						

Is this all fluff or transformational leadership?

- Client satisfaction survey results
- Employee engagement survey results
- Partner satisfaction survey results
- Hospital Shared Accountability Agreements
- ALC service innovations and reductions



South West LHIN IHSP - South West CCAC Outcomes

#4 Right Services-Right Place-Right Time: **Hospital based case managers** in all hospital sites and in the ERs of all large and medium hospital sites working in an integrated discharge planning model and through Flo process redesign, resulting in:

- ↓ 2 day LOS in STEGH
- ↓ 15% reduction in clients going to LTCH from Owen Sound Hospital
- ↓ ALCs at many hospital sites, including LHSC through Wait@Home, Wait@Retirement Home, Transition Care Unit, new service maximums, etc.
- ↓ hospital admissions from ER
- ↓ 48 hour return rate to ER

#3 Seniors: **Safe at Home** program links 300 seniors per year with enhanced services, including NPs/Advanced Home Care Team, with 85% hospital avoidance rate. Expect similar results from HAL and Grey Bruce Falls Prevention.

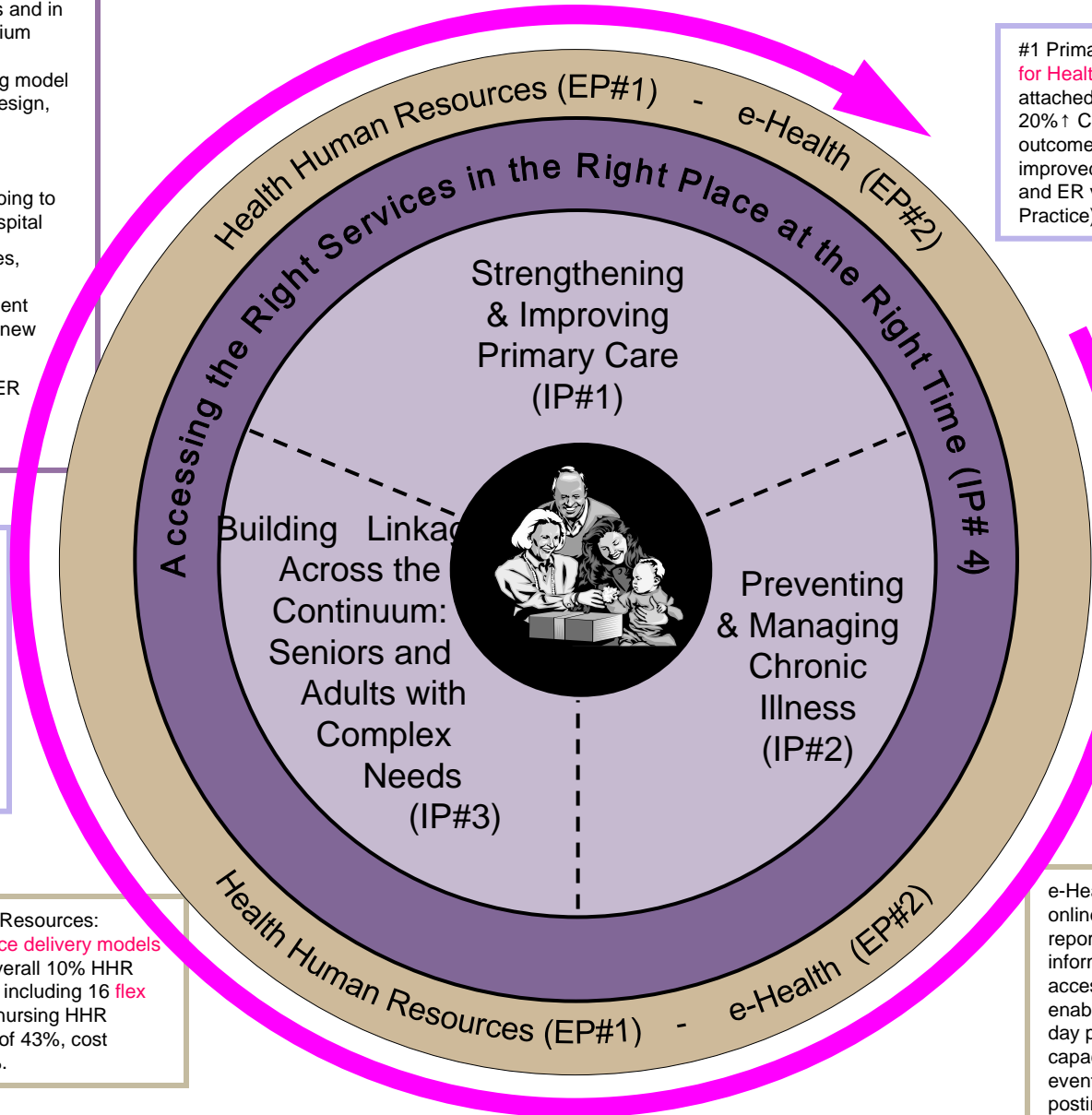
Health Human Resources: **Equitable service delivery models** have had an overall 10% HHR efficiency gain, including 16 **flex clinics** with an nursing HHR efficiency gain of 43%, cost savings of 23%.

#1 Primary Care and #2 CDPM: **Partnerships for Health** supports CCAC case managers attached to physician practices resulting in 20% ↑ CCAC referrals, improved health outcomes, increased client satisfaction, improved physician productivity, and ↓ hospital and ER visits (CHCA study, Partnerships in Practice).

Other Outcomes:

- 97% client satisfaction good/excellent
- 70-86% partner satisfaction good/excellent
- 94.3% client goals met on discharge
- 79% clients die in location of choice
- Care connector responsible for significant patient flow through the system:
 - 50,000 clients/yr
 - 25,000 clients/day
 - 2M visits /yr
 - 1600 discharges hospital to home/mth
 - 165 placements into LTCH/mth

e-Health: **thehealthline.ca** provides an online web hub for collecting, sharing and reporting on SW health services information with over 2,000 listings accessed by more than 1M visitors/yr. It enables service capacity tracking for adult day programs resulting in a 10% ↑ in capacity, and includes health news, events and a Career Network with free job postings to assist with recruitment with over 4,500 visitors/mth.



Summary

- Client-Driven Care supports the South West CCAC to be an innovative self-sustaining learning organization
- Being an innovative self-sustaining learning organization supports CDC
- Provides a high return-on-investment
- Brings the Vision and Mission to life





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Client-Driven Care
resources available
at thehealthline.ca

thank you

thehealthline.ca TAKE OUR E-SURVEY GET OUR E-BULLETIN BOOKMARK THIS PAGE SUBMIT CONTENT **H1N1 FLU VIRUS RESOURCES**

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on thehealthline.ca

H1N1 Flu Virus Resources
The latest on the human swine flu ...

New funding for seniors
Services help seniors live independently ...

Regional Resources:

- Thames Valley Diabetes Care Network
Helping people with diabetes.
- Improving Diabetes Care
www.partnershipsforhealth.ca
- Click here for more information
- Calendar of Support for Families of Children with Special Needs [click here](#)
- Répertoire des services en français pour enfants à London! [click here](#)

Human Swine Influenza **SWINE FLU RESOURCES**

The latest information on human swine influenza and influenza pandemic planning for South West Ontario.

Client-Driven Care **Client-Driven CARE**

Client-Driven Care (CDC) is an approach to working with clients, their families and other care providers to reach better health outcomes.

Making a World of Difference **Exploring the Future of Community Care**

On February 24, 2009, the South West CCAC hosted "Making a World of Difference," a one-day conference focused on the future of community care.

See video