

## **Board Orientation**

**Andy Kroeker, Executive Director** 

**December 11, 2018** 







## **AGENDA**

- Centre Overview
- Board's Role
- SW LHIN and Accountability
- External Partners and Resources





## Centre Overview





## **History**

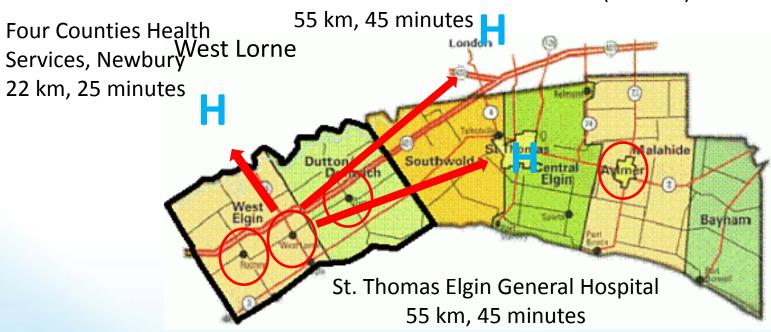
- December 2, 1992 Letters Patent
- July 1994, First services delivered
- June 19, 1995 Official Opening
- January 2004 Move to current location at 153 Main Street
- May 2004 Official Opening
- August 27, 2008 Heritage Homes Official Opening
- February 3, 2012, Hub Official Opening





## **Historical Catchment Area**

London Health Sciences Centre (Victoria)



West Elgin: Population 4,995 (-3.1%), 2,102 households, 322 km<sup>2</sup>
Dutton-Dunwich: Population 3,866 (-0.3%), 1,481 households, 295 km<sup>2</sup>
(Approx 9,000 people, 3,500 households, 600 km<sup>2</sup>)

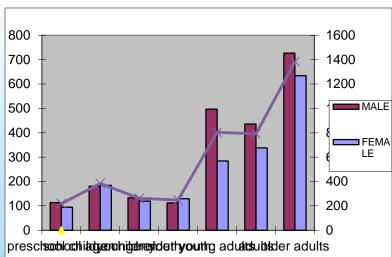




## **West Elgin CHC**

- >\$5.5 million (85% salaries and benefits)
- 50+ FTE
- 125+ Volunteers
- ~6,500 clients (2,500 primary care and 4,000 other programs and services)







## **Hours of Service**

- Centre Hours:
   Monday, Wednesday, Friday 8:30am 5:00pm
   Tuesday and Thursday
   8:30am 9:00pm
- Assisted Living Program:
   7 days per week, 6:00am 10:00pm plus overnight coverage
- Clinical Team:24/7 on call phone coverage





## Are We a Rural Health Hub?

- Primary Health Care
- Chiropody
- Diabetes Education (2)
- Mental Health
- Dietitian
- Health Promotion
- Systems Navigation
- Children's Programs
- Physiotherapy



- Chronic Disease Management
- Transportation (Volunteer and Accessible)
- Meals on Wheels
- Congregate Dining
- Friendly Visiting
- Caregiving Support
- Assisted Living





## **Partners**

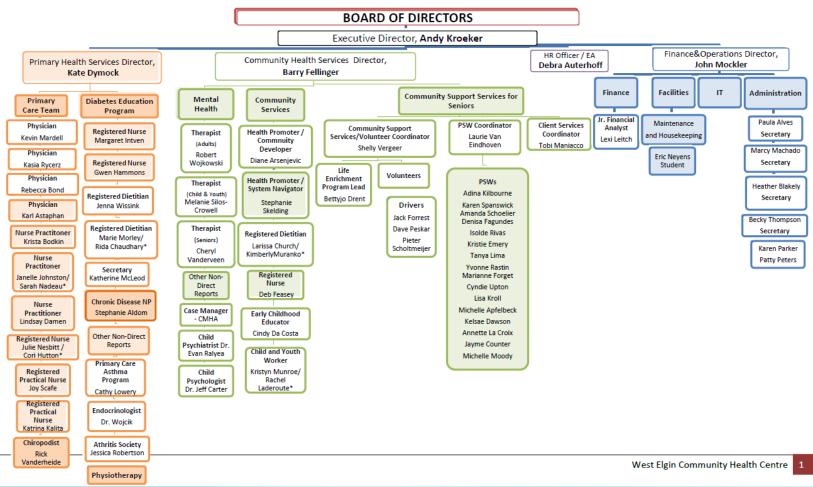
- Gamma Dynacare Lab Services
- CMHA Elgin
- Addiction Services Thames Valley
- EarlyON Child and Family Centre
- Talbot Trails Physiotherapy
- VON SMART Exercise
- Southwestern Public Health
- West Elgin Community Health Centre

- West Elgin and Dutton Dunwich Municipalities
- MS Support
- Parkinson Support
- Alzheimer Society
- Community Living Elgin
- East Elgin FHT
- SW LHIN Home and Community Care
- Four Counties Health Srv
- St. Thomas Elgin General





## **Organizational Chart**





Every One Matters.



## Challenges – Recruitment and Retention

- Staff turnover due to lower salaries compared with hospitals combined with challenges of commuting.
- Often attract recent graduates who work here for a few years before leaving for higher paying roles.
- Younger female work force means that maternity leave replacements are part of our reality.
- Causes client and staff concerns with continuity of care and challenges with increasing number of clients seen.
- Last three years received Recruitment and Retention funding increase for staff salaries. Funds promised for next two years but none for operating. May not happen with change in government
- This fall received 2% increase for Assisted Living/ Community Support Services budget.





## **Challenges 2 – Base Funding**

- 85% of budget is for salaries and benefits
- 15% is for everything else
- Over the past nine years we have had base increases of 2%, 1.5%, 0%, 0%, 0%, 1%, 0%, 0%, 0%
   0% and 0%.





## **Board's Role**





## **By-Laws**

## WEST ELGIN COMMUNITY HEALTH CENTRE BY-LAW NUMBER 2

A BY-LAW TO PROVIDE FOR THE ORGANIZATIONAL STRUCTURE AND GENERAL ADMINISTRATIVE AND OPERATIONAL PROCEDURES OF WEST ELGIN COMMUNITY HEALTH CENTRE.

- Updated at Sep 20 17 AGM
- Formalities, Membership, The Board, Officers of the Corporation, Protection of Directors and Officers, AGM, Books and Records
- Pending changes to Ontario Not- for-Profit Corporations Act (ONCA) will require another update within the next few years





## **Board Policy Manual**

- Online as part of Board Portal http://wechc.on.ca/about-us/board-portal-3/
- Four Sections
  - Organizational Ends
  - Board Governance
  - Staff Limitations
  - Board Staff Relationships
- Additional Operational and Departmental Policy





# **GOV 208 Directors Responsibilities** and Declaration

#### **Each Director shall:**

- at all times comply with the Centre's Code of Ethics and Conduct;
- at all times comply with the Centre's Privacy Policies;
- represent the interests of all of the Centre's stakeholders in a fair and unbiased manner, and not favour any particular individual or special interest group inside or outside of the Centre;
- exercise care and diligence when making any decisions regarding the Centre;
- not use his or her position as a director or his or her service to the Board for his or her own personal advantage or for the advantage of his or her friends or supporters;
- approach all issues being considered by the Board with an open mind and to carefully consider all such issues and to base his or her decisions on what is in the best interests of the Centre in both the long and short term.







# Healthcare Insurance Reciprocal of Canada (HIROC)

- A Bodily Injury (incl. Personal Injury)
- A1 Advertising Liability
- B Property Damage Liability
- B1 Tenant's Legal Liability
- C Professional Liability
- C1 Blood Transfusion Legal Liability
- D Contingent Employer's Liability
- E Employee Benefits Liability
- F Errors and Omissions Liability
- G Environment Impairment Liability
- H Non-owned Automobile Liability
- I Crime Insurance
- J Property Insurance



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## **Errors and Omissions Liability**

- HIROC's version of Directors and Officers
- Covers Trustees, Officer's, Director's, Members of Boards or Committees, Officers/Board Members of volunteer and auxiliary associations, and employees.
- Insurance covers not only judgments or settlements arising from allegations but also the costs to defend against such allegations whether groundless or not.





## Directors and Officers Responsibilities

Directors and Officers have a fiduciary responsibility to act in the best interests of the organization

#### Responsibilities include:

- Duty of Loyalty
- Duty to Act Honestly and in Good Faith
- Duty to Act Prudently
- Duty to Act in Timely Manner





## **Board Executive**

- Chair
- Vice-Chair
- Secretary-Treasurer
- Membership Secretary





## **Board Committees**

- Committee of the Whole
- Finance
- Governance
- Quality
- Youth
- Client and Family Advisory Council





## **Strategic Plan**

### STRATEGIC PLAN JUNE 2015



#### **Our Strategic Priorities for** 2015-2018

Through our planning process, we have created a road map to help us build caring, vibrant, healthy communities. We will focus our efforts and investments on four strategic priorities.

Each of these priorities is based on feedback received from stakeholders. These priorities will guide our activities for the next three years.



#### **Our Vision**

We envision caring and vibrant communities where people achieve and maintain the highest possible level of well-being.

#### **Our Mission**

The West Elgin Community Health Centre team works with our communities and our partners to provide accessible, high quality health care, health promotion, and community support services.

#### **Our Values**

- · Person-centred and Community-centred
- Service Excellence Teamwork
- Accountability
- · Leadership
- Respect



**BUILDING CARING, VIBRANT, HEALTHY COMMUNITIES** 

153 Main Street, West Lorne, ON NoL 2Po • T: 519,768.1715 • F: 519.768.2548 • info@wechc.on.ca • www.wechc.on.ca

#### Community Health Centre

#### STRATEGIC PRIORITIES

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We will deliver timely, coordinated access to care.

#### STRATEGIES

To support this goal, we will:

- Improve access to programs and services.
- Guide people to the care and services they need.
- Improve the way we work to ensure clients receive timely care.
- Improve access to Mental Health and Addiction



#### GOAL STATEMENT

We will create an environment where staff, volunteers, and Board feel valued.

#### **STRATEGIES**

- To support this goal, we will:
- Recruit and retain dedicated staff, volunteers, and Board to meet our communities' needs.
- Enhance professional development opportunities for staff, volunteers, and Board.
- Support a culture of collaboration.



#### COMMUNICATION

GOAL STATEMENT We will engage with, listen, and respond to our communities.

#### STRATEGIES

To support this goal, we will:

- Actively seek opportunities to listen to our
- 'Tell our story' so that our clients and communities are better informed about our programs and services.
- Build our ability to support effective, efficient ommunication and education.
- Continue to advocate for those people most in need of



#### SERVICE **EXCELLENCE**

GOAL STATEMENT We will provide quality services that add value for our communities, partners and funders.

#### STRATEGIES

- To support this goal, we will:
- Ensure our programs and services are aligned with our
- mprove the quality of our operations through Accreditation, and by maximizing the potential of our information systems.
- Make informed decisions that allow us to continually improve our programs and services.
- Be an active leader in system change, including Health Links, and the Primary Health Care plan.

Prepared by: Platinum Leadership Inc. and Kovacs Group Inc.



www.wechc.on.ca





## Vision

 We envision caring and vibrant communities where people achieve and maintain the highest possible level of well-being.





## Mission

 The WECHC team works with our communities and our partners to provide accessible, high quality health care, health promotion and community support services.







## **Values**

- Person-Centred and Community-Centred
- Service Excellence
- Teamwork
- Accountability
- Leadership
- Respect





## **Strategic Priorities**

#### **ACCESS**

Goal Statement – We will deliver timely, coordinated access to care.

#### COMMUNICATION

Goal Statement – We will engage with, listen and respond to our communities.





## **Strategic Priorities (2)**

#### ORGANIZATIONAL CULTURE

Goal Statement – We will create a collaborative environment where staff, volunteers and Board feel valued and supported.

#### **SERVICE EXCELLENCE**

Goal Statement – We will provide quality services that add value for our communities, partners and funders.





## **Operational Plan**



2018-19 Operational Plan for West Elgin Community Health Centre

**Year 4:** 

NOTES:

<b>Priority</b>	Strategy	Key Actions	Timeline	Lead	KPIs	KPI source	Status	Progress Update
Access	We will improve access to programs and services.	Primary Care team to continue client intake to move toward Panel Size targets.	Mar 2019	Kate	Minimum 3000 clients (63% target for Access to Primary Care indicator)	Nightingale (NOD)		
Access	We will guide people to the care and services they need	Expand use of wheelchair accessible van beyond Adult Day Program use	Mar 2019	Barry	Number of non-ADP trips	Nesda Trak		
Access	We will improve the way we work to ensure clients receive timely care.	Work with the Partnering for Quality team to implement improvements in the advanced access scheduling process	Mar 2019	Kate	Percentage of clients reporting they received services when needed	Client satisfaction survey		
Access	We will improve access to Mental Health and Addiction Services	Increase awareness of Mental Health services	Mar 2019	Barry	Number of attendees at Walk In Days and Mental Health groups	NOD		
Communication	We will actively seek opportunities to listen to our communities	Support the growth of the Client and Family Advisory Council	Mar 2019	Andy	Number of Client and Family Advisory Council meetings held	Minutes of Client and Family Advisory Council		
Communication	We will "Tell Our Story" so that our clients and communities are better informed about our programs and services.	Assess, improve and expand our social media presence	Mar 2019	Barry	Number of posts to Face Book page and Number of tweets posted	Face Book and Twitter analytics		

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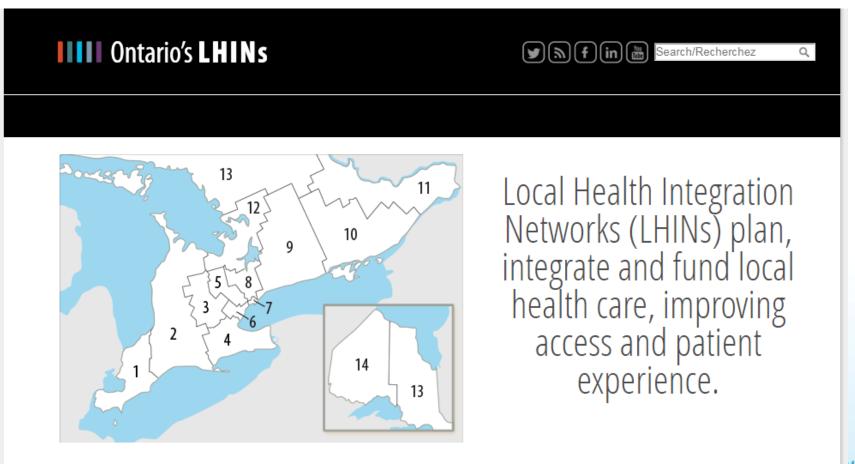


# SW LHIN and Accountability





## **Local Health Integration Networks**





Community Health Centre



# Multi-Sectoral Accountability Agreement (M-SAA)

#### WECHC M-SAA Indicator Tracking 2017/18

					COMMENTS		
Indicator	Q1 YTD (%)	Q2 YTD (%)	Q3 YTD (%)	Q4 YTD (%)			
Schedule E1: Core Indicators							
Balanced Budget - Fund Type 2	4.7%	2.9%	3.3%	1.9%			
Proportion of Budget Spent on Admin	18.2%	18.3%	18.0%	18.4%			
Schedule E2a: Clinical Activity-Detail							
General Clinic Individuals Served	1,187	1,555	1,735	2,285			
General Clinic Service Provider Interactions	3,090	5,935	9,622		FT RN & NP Vacancy, plus NP mat leave. All 3 positions had a gap in replacements. Provider appointments longer to allow time to consult with unlisenced providers		
Foot Care Individuals Served	287	374	433	487	Target needs to be adjusted down to be more realistic for on person		
Foot Care Service Provider Interactions	468	1,024	1,561	2,053			
Nutrition Individuals Served	77	112	149	190			
Nutrition Group Sessions	23	29	43	48			
Nutrition Group Participant Attendance	487	830	724	766			
Nutrition Service Provider Interactions	136	234	326	433			
Physiotherapy Individuals Served	83	164	230	286	Numbers used last year to predict appropriate targets were calculated based on wrong definition by physio. This is a true reflection of work done. Mtg set to work with them on how increase this indicator		
Physiotherapy Group Sessions	21	38	49	75			
Physiotherapy Group Participant Attendance	32	66	113	151			
Physiotherapy Service Provider Interactions	545	1,103	1,623	1,904			
Counselling Individuals Served	193	245	285	307			
Counselling Group Sessions	9	19	24	41			
Counselling Group Participant Attendance	353	411	451	635			
Counselling Service Provider Interactions	500	968	1,373	1,794			
Chronic Disease Individuals Served	52	52	81	114	Position vacant May 26 - Sep 4		
Chronic Disease Group Sessions	0	0	19	35	Position vacant May 26 - Sep 4		
Chronic Disease Group Participant Attendance	0	0	204	341			
Chronic Disease Service Provider Interactions	134	141	262	479	Position vacant May 26 - Sep 4		
Diabetes Individuals Served	463	573	682	770			
Diabetes Group Sesssions	10	16	18	25	Targets need to be adjusted to reflect community demand a		
Diabetes Group Participant Attendance	129	744	192	219	new definitions moving forward (DEP under CHC definitions 2918/19. Little interest in groups by clients. We accepted al		
Diabetes Service Provider Interactions ST Elg	779	1,507	2,230	3,013	referrals and continually market our services. Continue to hope for SWLHIN centralized intake to shift referrals to community from London.		

Community Engagement Individuals Served	68	77	92	99	Staff on extended vacation July-August We do not have financia resources to backfill.
Community Engagement Group Sessions	24	30	54	87	
Community Engagement Group Participant Att	178	238	543	788	
Community Engagement Service Provider In	145	216	310	396	Staff on extended vacation July-August We do not have financial resources to backfill.
Pers Health Wellness Individuals Served	77	100	131	154	
Pers Health Wellness Group Sessions	49	71	118	170	
Pers Health Wellness Group Participant Attend	794	1,732	1,897	2,525	
Pers Health Wellness Service Provider Interact	123	217	309	426	
Meals Delivery Individuals Served	35	43	56	59	
Meals Delivered Combined	1,057	2,156	3,139	4,091	
Congregate Dining Individuals Served	249	312	387	482	
Congregate Dining Attendance Days	1,187	2,396	3,392	5,194	
Transportation Visits	1,047	2,064	3,160	4,617	
Transportation Individuals Served	74	109	138	152	
Assisted Living Resident Days	1,838	3,758	5,549	7,622	Various clients in and out of hospital so those times do not count as AL days.
Assisted Living Individuals Served	25	28	31	34	
Caregiver Support Visits	287	911	1,524	2,382	
Caregiver Support Individuals Served	168	230	298	331	
Visiting Social and Safety Visits	413	612	1,017	1,733	
Visiting Social and Safety Individuals Served	53	59	89	105	
Schedule E2b: CHC Sector Specific Indicators					
Cervical Cancer Screening Rate (PAP Tests)	70%	70%	72%	76%	
Colorectal Screening Rate	70%	69%	81%	88%	
Inter-professional Diabetes Care Rate	96%	95%	95%	96%	
Influenza Vaccination Rate	67%	67%	60%	66%	
Breast Cancer Screening Rate	64%	64%	66%	72%	
Retention Rate (NPs and Physicians)	94%	72%	73%	67%	One NP left Jul 20 and another NP maternity leave started Aug : Replacements not acting as NPs until exams passed in Nov.
Access to Primary Care	57%	58%	61%	62%	

Green is meeting the target, yellow is meeting the corridor, while red is not meeting the corridor

% Green	74%	62%	64%	64%
% Yellow	15%	15%	17%	15%
% Red	11%	23%	19%	21%
Total	100%	100%	100%	100%

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#### **2017-18 Client Satisfaction Survey Results**

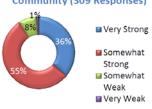
98% of WECHC's clients were satisfied with their services and programs in 2017/18!

"All the programs and care here has greatly improved our life, and we are so thankful" - Client

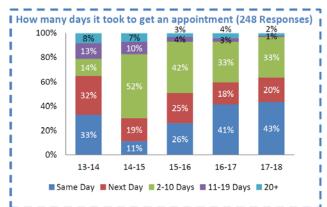
Does the provider spend enough time with you? (277 Responses)



"The only thing I have a problem with is that we can no longer make appointments ahead" -Client Sense of Belonging to Their Community (309 Responses)







Appointment on
Date Wanted (250

80
Responses)
Yes
40
40
20
26

Yes

10%

Physical

■ Excellent ■ Very Good ■ Good

■ Poor

No

97% se

Mental

were satisfied with the services they received (397 clients)

would come back to the health centre in the future (401 clients)

98%

would recommend the Health Centre to friends and family (404 clients) Best Parts of the Health Centre: (236 Responses)

- 1. Friendly and caring staff
- 2. Location and convenience
- 3. Diversity of programs and services
- 4. Same day appointments and availability of providers

How to Improve the Health Centre: (157 Responses)

- L. Appointment scheduling process
- Increase access (hours, staff and programs)
- Thank You To the 408 clients who took part in our survey! 3. No improvements needed
  - 4. Improve communication



Every One Matters



## **Quality Improvement Plan (QIP)**

2018/19 Quality Improvement Plan for Ontario Primary Care "Improvement Targets and Initiatives"

Gimension	Issue	Measure/Indicator		Unit / Population		Organization Id	Current performance T	arget	Target justification	Planned improvement initiatives (Change Ideas)	Methods	Process measures	Target for process measure	Comments
ndatory (all cells	must be completed) P	= Priority (complete ONLY	the comment:	s cell if you are	e not working	on this indicato	r) A= Additional	(do not select from dro	op down menu if you are not	working on this indicator) C = custom (add a	any other indicators you are working on)			
e	Coordinating care	Percentage of patients identified as meeting Health Link criteria who are offered access to Health Links approach	A	% / Patients meeting Health Link criteria	In house data collection / most recent : month period	3								Health-Links Roll-Out is expect the coming year. Initially aneed identification process is envisic Will move forward by exploring clients who meet criteria can b identified using available data sources. Once this has happen we will be able to measure a baseline rate.
	Effective transitions	Percentage of patients who have had a 7-day post hospital discharge follow up. (CHCs, AHACs, NPLCs)	P	% / Discharged patients	See Tech Specs / Last consecutive 12 month period	92245*								WECHC QIP focus for 2018-19 not include this measure. We currently have agreement with local hospitals to ensure that follow-up appointments are of as part of discharge planning. addition, we have no way of collecting numbers of client wh needed to be seen within 7 day and who dold.
		Percentage of patients who were discharged in given period for a condition within selected HBAM impatient Grouper HIGS) and had a non-slective hospital readmission within 30 days of discharge, by primary care practice model.	A	% / Discharged patients with selected HIG conditions	DAD, CAPE, CPDB / April 2016 - March 2017		6 6	5.00	Performance data is from practice profile report out of date & recommends to interpret with caution). We will continue to monitor progress on this indicator through review of new practice profile reports.				5.0	WECHC QIP focus for 2018-19 not include this measure. We currently have agreement with ocal hospitals to ensure that follow-up appointments are of sp part of discharge planning. Whope to see an improvement in performance as reporting data currently precedes agreements
		Percentage of those hospital discharges (any condition) where timely (within 48 hours) notification was received, for which follow-up was done (by any mode, any clinician) within 7 days of discharge.	,	% / Discharged patients	EMR/Chart Review / Last consecutive 12 month period	92245*								WECHC QIP focus for 2018-19 not include this measure. We currently have agreement with local hospitals to ensure that follow-up appointments are of as part of discharge planning.
	Wound Care	Percentage of patients with diabetes, age 18 or over, who have had a diabetic foot ulcer risk assessment using a standard, validated tool within the past 12 months	A	% / patients with diabetes, aged 18 or older	EMR/Chart ,Review / Last consecutive 12 month period		CB C	CB						Not working towards this indic instead focus will be on contin to improve Hb1AC screening ra See 'custom' indicator.



## Accreditation

- Every four years staff and Board review policies and practices
- Canadian Centre for Accreditation
- 3 on site reviewers for 3 days
- Accredited September 2016 so next visit June 2020
- Barry and Kate both certified as accreditors





## **SW LHIN Priorities**

- Integrated Health Services Plan 2019-22
- Patients First

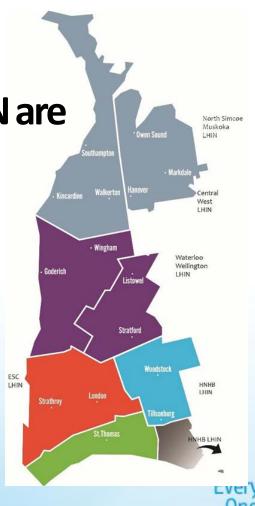




## **Sub-Region Geographies**

 The proposed areas for health care planning across the South West LHIN are

- Elgin
- Oxford
- London Middlesex
- Huron Perth
- Grey Bruce







#### **Elgin Sub-Region Integration Table**

Dr. Kellie Scott
 Sub-region Clinical lead

• Amber Alpaugh-Bishop Director, Planning & Integration Elgin Sub Region

• Dr. Melissa Tenbergen Elgin Primary Care Alliance

Jana Fear Health System Planner

Shirley Biro Patient/CaregiverMike Lang Patient/Caregiver

Judith Desiardins Patient/Caregiver

Abe Harms Mennonite Community Partner

Adrienne Vanderweg Community Support Service Partner

• Rebecca Sutcliffe Home and Community Care Partner

Cindy Payne Home and Community Care Partner

Elizabeth Sebestyen Social Services Partner

Mary Stewart Hospital Partner

TBD Indigenous Health Committee Partner

Michele Harris Long-term Care Partner

Linda Sibley
 Mental Health and Addictions Partner

Claudia MiorDr. Joyce LockPrimary Care PartnerPublic Health Partner





#### **Elgin Health Links**

- Develop coordinated care plans for those people who have highest demands on health care system
- Funding announced summer 2017 last one in province to go live with this project
- Staff hired and project to roll out over next two years
- One of our staff was seconded last November for a year as Engagement and Adoption Lead

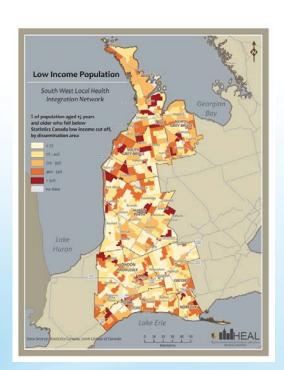




#### Understanding Health Inequities and Access to Primary Health Care in the South West LHIN

- Co-led project with SW LHIN
- Finalized in January 2017
- Five recommendations with 66 supporting actions
- Priority populations examined
  - Aboriginal
  - Low Income
  - Rural
  - Seniors and Disabled
  - Visible Minorities and Immigrants







#### **Back Office Collaboration and Integration Project**

- Started Spring 2015 temporarily on hold
- Six areas being examined
  - Human Resources
  - Facilities Management
  - Materials Management
  - Financial Management
  - Information Technology and Support
  - Legal Services, Risk Management and Privacy



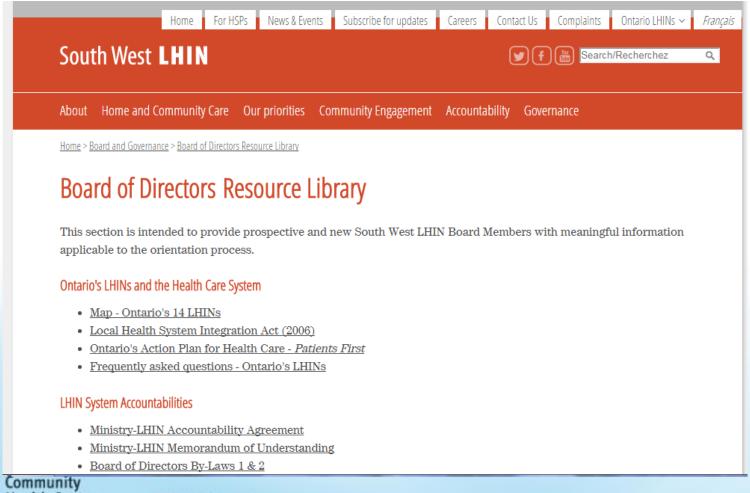


# External Partners and Resources





## SW LHIN Board of Directors Library

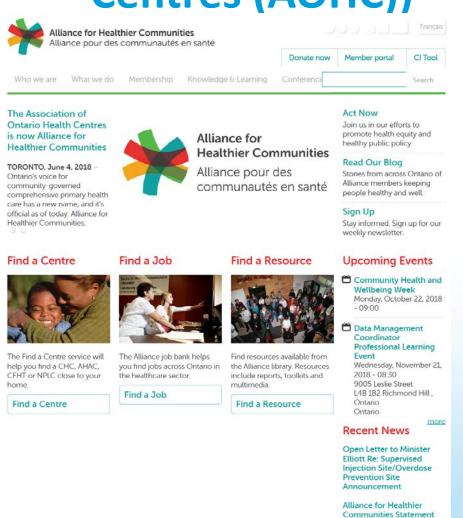




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# Alliance for Healthier Communities (formerly Association of Ontario Health Centres (AOHC))



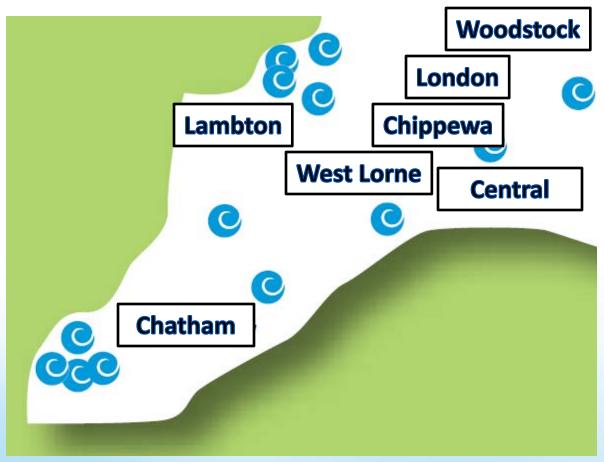
on Government "Pause" on Overdose Prevention Sites



One Matters.



#### **Neighbouring CHCs**







## Ontario Community Support Association (OCSA)



ABOUT MEMBERSHIP TRAINING NEWS RESOURCES

QUALITY ADVANTAGE CONFERENCE



COMMUNITY SUPPORT MONTH 2017 Protect and strengthen not-for-profit community support services!

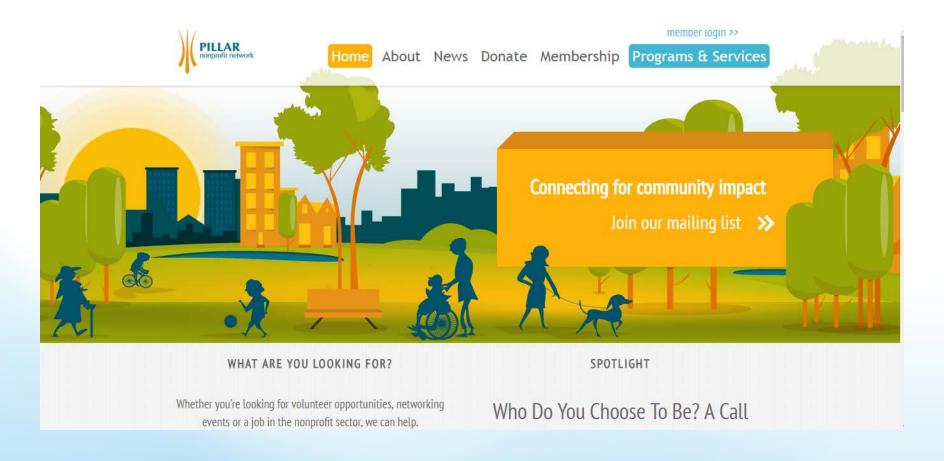
The Ontario Community Support Association (OCSA) is the voice of the home and community support sector. Our members provide a wide variety of health and wellness services that help a wide range of clients - including seniors and people with disabilities - live independently in their own homes and communities for as long as possible.



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#### **PILLAR NonProfit Network**







#### Website wechc.on.ca







#### **Board Portal**



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Type then press enter

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#### **Protected: Board Portal**

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**Events Calendar** 



#### **Questions?**



