



YEAR-END PROGRESS REPORT

ON

2019 DELIVERABLES

STRATEGIC PLAN

2015 – 2020

January 31, 2020

MORE ATTUNED

Five-Year Strategic Priorities (2015-2020)	VHA HOME HEALTHCARE Year 5 Deliverables (2019)	Outcome Year End
<ul style="list-style-type: none"> Engage clients and family caregivers - effectively, meaningfully and appropriately - in all we do to improve the care experience. Specialize in care for children with complex medical needs, palliative care and people with cognitive impairment - growing and sharing our expertise. Keep relentless focus on continuous quality improvement for everything we do in client safety, care delivery and evidenced-based practice. Further develop self-management approaches and integrated service models that create more independence for those living with chronic diseases. 	Improve Client and Caregiver Experience <ul style="list-style-type: none"> Enhance satisfaction of rehab clients across all regions Implement a client portal with access to appointment information (limited production release of up to 100 clients) 	 ✓ ➤
	Grow Our Expertise in Caring for Specialty Populations <ul style="list-style-type: none"> Develop and implement a new evidence-based paediatric pain assessment tool for non-verbal clients Spread VHA's Butterfly Homecare Activation Therapy program to PSWs providing respite care to clients with dementia Complete a Quality Check-in pilot with active palliative clients and their caregivers (minimum of 30 clients) 	 ✓ ✓ ✓
	Prepare for an "Exemplary" Accreditation Survey in 2020 <ul style="list-style-type: none"> Implement, analyze and develop action plans for the required Accreditation instruments, complete gap analyses of required standards and begin to address identified gaps 	 ✓

HIGHLIGHTS OF RESULTS ACHIEVED

IMPROVE CLIENT AND CAREGIVER EXPERIENCE

Improving client and family care experience is an ongoing priority across our organization. In 2019 we focused on improvements in our rehab services related to communication, client-centred appointments, managing equipment and system navigation, with good results. In comparison to 2018 survey results, our rehab teams successfully met or exceeded targets in all 13 OT & PT regions, achieving 100% of goals set.

The implementation of a VHA stand-alone client portal was put on hold this year. As Ontario Health Team (OHT) conversations unfolded, we determined that a portal shared with other partners would serve clients better than a stand-alone VHA portal. The implementation of MyChart will be a focus for 2020.

GROW OUR EXPERTISE IN CARING FOR SPECIALTY POPULATIONS

2019 was the culminating year of our specialty population steering groups that have, since 2015, contributed to VHA's growing body of knowledge and expertise in three areas: dementia care, children with medical complexities and palliative care. All objectives for the year were achieved:

- A validated non-verbal pain assessment tool (INRS) was selected and implemented through a mandatory eLearning module (completed to date by >80% of child and family nurses) and is now embedded in orientation. The tool is available in paper and digital format. Client and family educational pamphlets about the tool are available and in use.

- VHA's Activation Therapy program expanded beyond expectation in 2019 and large-scale implementation is underway with support from the Centre for Aging & Brain Health Innovation (CABHI).
- We completed a Quality Check-in pilot for on-service palliative care clients in Central East, with 30 quality calls using a semi-structured interview guide. Results were analyzed and shared with the Palliative Steering Committee including 3 client partners. There were no significant issues with clinical or personal care, however, issues related to scheduling, coordination and communication with the office were identified. Committee recommendations included: continuing quality calls, prioritizing transparency related to scheduling changes and reconsidering resources directed at the palliative website.

PREPARE FOR AN EXEMPLARY ACCREDITATION SURVEY IN 2020

We completed a significant amount of preparatory work in 2019 as planned, with gap analyses across all standards and all Accreditation surveys completed. In 2020, teams can focus on action items and survey-related action plans to be ready for our on-site survey in November.

MORE CONNECTED

Five-Year Strategic Priorities (2015-2020)	VHA HOME HEALTHCARE Year 5 Deliverables (2019)	Outcome Year End
<ul style="list-style-type: none"> Participate in new models of collaborative and integrated care that improve client experiences and outcomes. Make linkages with academic, business and/or health care partners to build new knowledge and innovative services/products that help people remain safely at home. Build our nursing capacity with a focus of expansion in the GTA Expand our charitable services through new revenue streams and partnerships. 	Accelerate Research Agenda	
	<ul style="list-style-type: none"> Provide seed funding for research that addresses our key priorities Support early career researchers (graduate students) conducting work aligned with our agenda to grow a network of partners and foster an interest in and understanding of the home and community sector Continue to support the spread of quality improvement skills and techniques within our clinical teams 	 ✓ ✓ ✓
	Develop New Models of Care	
	<ul style="list-style-type: none"> Design and implement a new PS cluster care model(s) Co-lead the development and implementation of an accountable care network in East Toronto for high risk seniors and other identified populations 	 ✓ ✓
	Create Our New Strategic Plan - 2020-2025	
	<ul style="list-style-type: none"> Determine planning approach and process; gather pertinent background information to inform discussions and decision-making; engage internal and external stakeholders; set strategic directions with desired outcomes 	 ✓
	Expand Our Services	
	<ul style="list-style-type: none"> Seek funding for needed charitable programs Grow private nursing business Increase utilization of PT clinic in our South West office 	 ✓ ✓ ✓

HIGHLIGHTS OF RESULTS ACHIEVED

ACCELERATE RESEARCH AGENDA

VHA's research activity continues to grow significantly. Progress was made in all three areas of focus in 2019. Specifically:

- We advanced our key priorities by initiating several pilot programs: *Is 911 the Answer*; *30, 60, 90 Days: Can Speech Provide Insights into Readmission Rates*; and *Parent Home Hacks*. *Is 911 the Answer* and *30, 60, 90 Days* are progressing as planned and will continue in 2020. The *Parent Home Hacks* project has stopped due to funding and sustainability issues.
- Three graduate students received support from VHA to foster continued interest and excellence in home care research. VHA also provided mentoring, statistical consultation and recruitment to strengthen the relationship between VHA and these early career researchers. Their work is shared broadly through profiles in VHA's digital media.
- The 2019-2020 research fellows (1 nurse & 1 rehab provider) have completed 3 months of the 6-month Collaborative Academic Practice program, a partnership with UHN and Sunnybrook. Each fellow learns the academic skills and methodologies to identify, plan, execute and evaluate a clinical quality improvement project. In 2020 we will provide fellowship opportunities to all of our provider teams - rehab, nursing and personal support.

DEVELOP NEW MODELS OF CARE

With health care transformation underway, we are excited to participate in new models of collaborative/integrated care that will improve client and caregiver experience, health outcomes and value for money. These models integrate with external partners and change the way we design and deliver our services internally as well. In 2019:

- We were involved in multiple initiatives through the launch of Ontario Health Teams (OHTs), as well as hospital-specific bundled care pathways and “ending hallway medicine” related projects. VHA is currently participating in 7 selected OHTs (3 at the leadership table) and in 3 other teams still developing/reworking their proposals.
- Our work with the East Toronto Health Partners began long before the introduction of OHTs but accelerated as a result of it. A Joint Venture Agreement was signed by 6 Anchor Partners, including the newly formed East Toronto Family Practice Network – a significant milestone. As well, multiple successful collaborative projects were rolled out across East Toronto, kick-started with hospital surge dollars and in-kind resources contributed by all the partners.
- Our focus internally was on improving cluster site scheduling efficiencies. We achieved significant annual savings on cluster site scheduling with the support of the Isaac Group. We also completed a pilot project which identified other opportunities, including consolidating visits into 3 hour or greater shifts which is both better for our workforce and for VHA’s resources. Our 2020 implementation plan prioritizes the largest cluster sites.

CREATE OUR NEW STRATEGIC PLAN – 2020-2025

Our Strategic Plan entitled *CARE to Transform* was approved by VHA’s Board following an extensive and thorough engagement process, and widely shared externally through an eye-catching booklet. Our strategic priorities - *CARE to Connect*, *CARE to Create* and *CARE to Inspire* - position us well to focus on the needs of clients and families, to champion sustainable solutions that enable health, independence and well-being, and to play an essential role in the redesign and implementation of our future health care system. In 2020 we are rolling the plan out across VHA with our staff and service providers.

EXPAND OUR SERVICES

We pursued grant funding for our charitable programs, submitting twelve grant proposals. Two proposals were successful (one to support the Extreme Cleaning and Hoarding Program in London and the other for staff training in our Activation Therapy model) and two are still pending a decision.

Private services grew its revenue 55% over the prior year, largely due to partnerships with Circle of Care and Spinal Cord Injury Ontario. Private nursing services increased through expanding our wound care program with the City of Toronto, increasing foot care services and serving more self-directed/family-managed care clients. We were also successful in competitions for personal support services with Sick Kids Hospital and Bellwoods, with contracts commencing in 2020.

Although our PT Clinic in London did not grow as much as we had hoped, there was a modest increase in visits. The clinic remains operational, adds little-to-no extra overhead and continues to present opportunities for integration and OHT projects.

MORE INSPIRED SOLUTIONS

Five-Year Strategic Priorities (2015-2020)	VHA HOME HEALTHCARE Year 5 Deliverables (2019)	Outcome Year End
<ul style="list-style-type: none"> • Engage and inspire staff to drive best practices, service and process improvements to create better care and a better workplace. • Boost staff competencies to meet increasingly complex client needs and our populations of focus. • Leverage technology to increase productivity, enhance communication and foster service delivery innovation. • Improve the collection and use of quality indicator data, including client outcome data, for better decision-making and evidence-based clinical practice. 	Support Best Practices and Competent Clinical Care <ul style="list-style-type: none"> • Achieve re-designation of VHA as a committed RNAO Best Practice Spotlight Organization (BPSO) 	✓
	Leverage Technology <ul style="list-style-type: none"> • Implement Year 2 action items of the Digital Learning Strategy • Implement electronic time entry for all VHA nurses • Implement EMRI with all VHA adult physiotherapists • Investigate and test out “off the shelf” affordable gadgets/devices for clients to use that will improve in-home independence and/or safety 	✓ ✓ ✓ ✓
	Improve Employee/Service Provider Work Experience <ul style="list-style-type: none"> • Implement 2019 action plan with clear measures to address key issues identified in Q4 2018 WorkLife Pulse survey results • Continue spread of performance feedback initiatives, i.e., i-Perform and Client ‘Smileys’, with our PS workforce 	P✓ and ➤ ✓
	Reduce Personal Support (PS) Missed Care <ul style="list-style-type: none"> • Continue current efforts and employ new innovative approaches and resources to address the impact of the PS shortage and improve service delivery • Test out in the Central East LHIN region operational improvement strategies, i.e. <ul style="list-style-type: none"> - develop a tool and process to improve PSW capacity to enable targeted hiring - develop desk-level visibility of priority Key Performance Indicators (KPIs) - improve processes and workflows within the Customer Response Team (CRT) - reduce costs related to overtime, travel cancellations and non-billable service 	✓ ✓

HIGHLIGHTS OF RESULTS ACHIEVED

SUPPORT BEST PRACTICES AND COMPETENT CLINICAL CARE

VHA achieved re-designation as an RNAO Best Practice Spotlight Organization (BPSO). Work continues on our two newest Best Practice Guidelines - Falls and Chronic Disease Self-Management (CDSM). The Falls Prevention Best Practice Group sponsored Falls Prevention Month activities across the organization in November and will launch a new education strategy and assessment tool, the Missouri Alliance Home Care (MAHC10), for nurses in 2020. The CDSM workgroup continues to expand ‘Choices and Changes’ education delivery models, incorporating Changes questions into the electronic nursing chart and in 2020 plans to pilot CDSM virtual support.

LEVERAGE TECHNOLOGY

We met all four objectives we set for ourselves in the technology domain in 2019. Specifically:

- Digital Learning Deliverables were completed and 2020 priorities are underway.
- Electronic time entry for nurses was fully implemented and the results have been very positive, with a significant decrease in unconfirmed visits and billing rejections. With the savings, we were able to create a full-time position to improve employee payroll query response time.
- A comprehensive review was completed of commercially available products/technologies addressing challenges faced by seniors, especially safety, communication, independence and social well-being. The final report includes a list of the top 10 projects and recommendations for implementation.

IMPROVE EMPLOYEE/SERVICE PROVIDER WORK EXPERIENCE

To attract and retain top talent, we need to continually focus our efforts on creating an inspiring place to work where our people are valued, recognized and well-supported. Together with their teams, all managers reviewed our WorkLife Pulse (WLP) survey results and developed action plans to address issues that matter most to their team. In addition, HR continued to promote/sponsor organization-wide strategies to support staff and service providers, e.g., Valued at VHA (which highlights the range of programs and benefits staff can access), Beyond Engagement Training for all leaders, Client Choice Awards, Employee Assistance sessions targeted at key staff issues and curated learning content for leaders (via Blue Ocean Brain and Harvard Mentor). Turnover significantly decreased in key areas in 2019, including personal support staff, Customer Service Centre staff and Care Team Supervisors. At year-end, responses to the WLP Lite survey showed an increase in overall job satisfaction and a slight increase in VHA's rating as a place to work.

In 2019 we continued to roll out two performance feedback initiatives, i.e., i-Perform and Client 'Smileys' for our PS workforce. Three quarters of active PSWs were trained on the 'Smiley' app (a simple and immediate client feedback tool) by end of 2019 and training is now integrated into new hire orientation. The feedback from PSWs on this new tool is very positive and the ratings through the app for PSWs are also very positive. Smiley feedback has also been embedded in the PA process and into team and regional dashboards.

With the collaboration of supervisors, coaches, PSWs, managers and the BPRE department, i-Perform (a performance appraisal software) has been fully implemented for PSW performance appraisals with good feedback from users.

REDUCE PERSONAL SUPPORT (PS) MISSED CARE

Overall, we saw a significant reduction in missed care from the beginning of the year to the end of the year due to efforts made on many fronts to address the impact of the PS shortage. Reduced turnover rates for PSWs, Care Team Supervisors and Coordinators was a positive contributing factor. Overall absenteeism was reduced, although weekend absenteeism during 2019 unfortunately increased. We introduced an RPN Quick Response Team pilot in Central East to ensure clients receive necessary and priority personal care on weekends and evenings which is showing some early promising results. The pilot will continue through 2020 and will be extended to Toronto Central and Central regions. Due to province-wide staff shortages, missed care remains a significant challenge for VHA, particularly on evenings and weekends, and we continue to focus our attention on strategies to address the problem.

'Project Roadrunner', a multi-faceted PS scheduling and recruitment improvement project, (supported by the Isaac Group), was designed to reduce missed care, better utilize our PSWs, optimize rescheduling of cancelled visits and realize savings in reduced overtime and travel. The project involved tool development, including PSW capacity analysis tools to enable targeted hiring, a coordinator dashboard and accountability framework based on KPIs, a mileage audit tool, and daily work prioritization for coordinators. The improvement project was successful, exceeding its service, scheduling optimization and financial targets.