

CANADIAN HOME CARE ASSOCIATION

# Strategic Plan PROGRESS REPORT

2017



Advancing Excellence in Home Care

# 2017-2020 Strategic Plan

Launched in 2017, the Canadian Home Care Association (CHCA)'s three-year strategic plan reflects the priorities of our members and sets out a roadmap to address the current and future challenges facing home care in Canada.



## STRATEGIC AIM

Knowledgeable and skilled home care providers, empowered patients and engaged caregivers are supported by effective systems, policies and programs.



## GUIDING PRINCIPLES

Patient and Family-Centred Care	Accessible Care	Accountable Care
Evidence-Informed Care	Integrated Care	Sustainable Care



## AREAS OF INFLUENCE

<b>ADVOCACY</b> Inform and influence policy and practice	<b>AWARENESS</b> Promote the role and value of home care	<b>KNOWLEDGE</b> Facilitate innovation and knowledge mobilization	<b>LEADERSHIP</b> Stimulate conversations that catalyze change
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## TARGET AUDIENCES

Frontline service providers	Administrators	Funders
Patients and caregivers	Policy planners	Researchers



## ENABLERS

Diverse and active membership   Partnership and networking   Expertise and unique knowledge base



## GOALS AND OBJECTIVES

### PEOPLE CAPACITY BUILDING

Facilitate knowledge and skills development.

- Develop knowledge tools
- Support knowledge application

### POLICY NATIONAL BENCHMARKS

Encourage consistency and equity across jurisdictions.

- Promote Harmonized Principles
- Reinforce accountability

### PROCESS INTEGRATED CARE

Promote integrated models of health and social care.

- Share leading practices
- Facilitate scale and spread

### CHCA OPERATIONAL EXCELLENCE

Foster collaborative networks and resource hubs.

- Engage members
- Explore innovations

# PEOPLE

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## SKILLS AND CAPACITY BUILDING

### GOAL

Facilitate knowledge and skills development across the home care sector.

### OUTCOME

Home care providers have the knowledge and skills to provide safe, effective and high-quality care.

### 2017 HIGHLIGHTS

- “Am I Safe? Conversation Guides” facilitate safety discussions with patients, caregivers and frontline providers.
- Teamwork and communication modules support development of collaborative teams.
- A new Virtual Learning Series features experts and innovations that are addressing home care priorities.
- Home Care Safety Collaborative, in partnership with Canadian Patient Safety Institute, helps teams achieve breakthrough improvements.
- A national learning environment for a CHCA Patron is created and tested.



# PEOPLE

## SKILLS AND CAPACITY BUILDING

### ACHIEVEMENTS (KNOWLEDGE TOOLS)

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Develop practical guides and tools to support difficult safety conversations in the home setting.



**“Am I Safe? Conversation Guides”** support patient/client and carer engagement in conversations about their safety while receiving home care services. The guides enhance service providers’ confidence and ability to initiate difficult conversations about personal safety situations.

- Conversation Guide Final Report
- Conversation Guides
  - Regulated Healthcare Providers
  - Unregulated Healthcare Providers
  - Patients and Carers

**Teamwork & Communication Learning modules** support effective teams in the delivery of safe, high-quality care in the home. Each module includes an overview of the topic area, practical strategies and tips, learning exercises, and reference sources. Topics address the key characteristics of effective teams.

- Effective Communication
- Leadership
- Conflict Resolution
- Mutual Trust
- Purpose and Role Clarity

# PEOPLE

## SKILLS AND CAPACITY BUILDING

### ACHIEVEMENTS (KNOWLEDGE APPLICATION)

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Virtual Learning Series interactive webinars introduction.

The new **CHCA Virtual Learning Series** includes live and on-demand webinars that feature presentations on home care priority topics. The content in 2017 covered the following topics:

- Evaluating and adopting innovation
- Human factors and their relations to safety in the home
- Engaging clients in the co-designing process for home care
- Technology and cyber-risk
- Safe use of medications in the home
- High-performing teams and communication
- Home care for children with complex care needs

Facilitate quality improvement, scale and spread innovations with a customized and structured approach.

The **Safety Improvement Collaborative – Wave 2** was launched and successfully completed in 2017. Led by the CHCA and Canadian Patient Safety Institute (CPSI), the collaborative was modelled on the Institute for Healthcare Improvement's (IHI) breakthrough improvement series. Eight organizations from across the country applied learnings from the collaborative to local home care priorities.

The CHCA worked in partnership with the CBI Health Group clinical leadership team to develop and test the **CBI Knowledge Circles**. Interconnected approaches were designed to share internal expertise, maximize operational effectiveness and find better solutions to client care. The LEARNING CIRCLE engaged clinicians through online discussion forums to share knowledge and experience. The DELIVERY CIRCLE facilitated rapid deployment of new programs across the country. CBI Health Group continues to hone and expand the elements of their Knowledge Circles.

# PEOPLE

## SKILLS AND CAPACITY BUILDING

### **FUTURE OBJECTIVES**

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- Expand the Virtual Learning Series to profile new innovations and address members' priorities.
- Increase recognition and support for caregivers through Carers Canada and international networks.
- Evaluate and share the learnings from the Home Care Safety.
- Quality Improvement Collaboratives.
- Support the World Health Organization's (WHO) safety challenge "Medications without Harm" by customizing and implementing communication strategies and tools to support safe transitions in care involving home care (e.g. Am I Safe? conversation guides and TeamSTEPPS® - Home Care).



### **Core Values of CHCA Knowledge Network**

- **Simplicity that builds on existing competencies**
- **Continuous process that needs time to have an impact**
- **Participation and active involvement**
- **Multi-dimensional application**
- **Aspirational focus on self-improvement**
- **Adaptable to different contexts**

# PROCESS

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## INTEGRATED MODELS OF CARE

### GOAL

Promote integrated models of care between home care, primary care, acute care and social services.

### OUTCOME

The needs of individuals receiving home care are met through coordinated care across professionals and organizations.

### 2017 HIGHLIGHTS

- Federal MPs and stakeholders recognized the role of caregivers in home care at the special breakfast on Parliament Hill and through a national social media campaign.
- International study highlighted importance of integrated care to support caregivers and patients.
- Member and stakeholder survey reinforced need for integrated home care for individuals living with dementia.
- Four integrated models of care profiled in CHCA High Impact Practices.



# PROCESS

## ADVANCING INTEGRATED MODELS OF CARE

### ACHIEVEMENTS (AWARENESS OF INTEGRATED MODELS)

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Identify and disseminate successful models of integrated community-based care.



**“Caring at Home – Recognizing Caring Canadians”** was the theme of the 2017 National Carers Day campaign. The CHCA hosted a breakfast on Parliament Hill in celebration of the diversity, role and value of carers. The campaign was supported by a statement from Prime Minister Trudeau and a national social-media campaign.

**Carers of Persons with Heart Failure, A Four Nation Study** is a landmark study showcasing the impact of caregiving on persons with heart failure. Through Carers Canada, an affiliate of the CHCA, we engaged caregivers to better understand the importance of integrated care for individuals with this chronic condition.

As an active participant in the development of a national strategy for **Alzheimer’s disease and other dementias (Bill C-233)** the CHCA reached out to members and caregivers to better understand their needs and identify ways to enhance integrated home and community care.

Disseminate High Impact Practices to increase awareness of successful integrated models of care.



**One Client, One Team:** A strategy and model for functional integration at the point of care for patients with complex needs.

**Connecting Northern and Eastern Ontario Community Expansion:** Improving the linkages between hospitals, home care and primary care in northern communities.

**Home is Best:** A profile of the integration philosophy of “Home Is Best™” and how this is impacting care in the Fraser Health Authority.

**Telehomecare in Ontario:** The large-scale telehomecare deployment to enable integrated care and improve patient satisfaction and health system efficiencies.



# PROCESS

## ADVANCING INTEGRATED MODELS OF CARE

### ACHIEVEMENTS (ADOPTION OF INTEGRATED MODELS)

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Profile successful integrated models for care that address the needs of ALC patients and the elderly clients living with a frailty.



Integrated models of care from British Columbia and Nova Scotia were showcased at the **2017 Home Care Summit™** held in Toronto. The session featured integrated home care and primary health care and the elements required to improve the quality and accessibility of community-based services.

International experts presented on the theme of integrated care at the 2017 Home Care Summit™. Discussions included:

- **Steps to Building Integrated Resilient Communities** – Models in Canada and the United Kingdom are enhancing the patient experience through a streamlined and integrated approach to programming and service delivery. This session was lived-streamed to participants across the country.
- **Building Blocks for Successful Integration of Services Across Sectors and Professions** – Drawing on the experiences in multiple European countries, this presentation highlighted the most influential integration concepts, lessons learned and key considerations when addressing the complexities of designing integrated systems at a local, regional and national level. This session was lived-streamed to participants across the country.

# PROCESS

## ADVANCING INTEGRATED MODELS OF CARE

### FUTURE OBJECTIVES

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- Advance integrated home-based palliative care by identifying the operational challenges and innovations for home care service providers.
- Profile leading practices in integrated care through CHCA High Impact Practices and the Virtual Learning Series.
- Explore integration strategies at the 2018 Home Care Summits™.
- Gain consensus on the fundamental elements of successful integrated models of home-based care and actively promote the findings.
- Produce a white paper on *Technology and Integrated Models of Community-Based Care*.



### Elements of Integrated Care

- Patient- and family-centred
- Defined, targeted populations
- Aligned incentives and shared accountability
- Information technology
- Clinical guidelines/pathways
- Distributed leadership
- Collaborative, multidisciplinary teams
- Continuous quality improvement

# POLICY

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## NATIONAL BENCHMARKS FOR HOME CARE

### GOAL

Promote consistent and equitable access to high-quality home care across the country.

### OUTCOME

Home care services that are patient- and family-centred, accessible, accountable, evidence-informed, integrated and sustainable.

### 2017 HIGHLIGHTS

- National discussions on strategies and actions to enhance integrated, sustainable and accountable home care.
- Consensus on the goals, objectives, outcomes and priority areas that should be considered in the development of national principle-based home care standards.
- Profiled the importance and application of home care indicators and work currently underway by the Canadian Institute for Health Information (CIHI).
- Member input and engagement in the development of high-level national home care indicators.



# POLICY

## SHAPING HOME CARE POLICY

### ACHIEVEMENTS (PRINCIPLES AND INDICATORS)

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Promote widespread awareness and adoption of the Harmonized Principles for Home Care.

The **Harmonized Home Care Principles** set the themes at the 2017 Home Care Summits™ in Edmonton, Toronto and Halifax. Over 400 delegates participated in the events either in person or through the virtual delegate (live-streaming) options.

- The **Edmonton Home Care Summit™** included keynote speakers, expert panelists and interactive workshops on **Sustainable Care**. Delegates discussed options for self-directed care to empower patients and carers; risk-adjusted quality indicators; and collaboratives focused on sustainable improvement.
- **Integrated Care** was the theme of the **Toronto Home Care Summit™**. The two-day event profiled promising practices both internationally and across Canada that are advancing better coordinated and integrated care.
- The theme of the **Halifax Home Care Summit™** was **Accountable Care**. The event featured new approaches to system and provider accountability; insights on the development of common indicators; electronic health records; and strategies to build a culture of safety.

Inform the development of high-level national home care indicators.

The CHCA reached out to our membership to provide expertise to the Canadian Institute of Health Information (CIHI) in the development of a focused set of common indicators for home and community care. As an engaged expert stakeholder, the CHCA has provided advice and recommendations to the CIHI-FPT working group through a keynote presentation and participation in the face-to-face expert roundtable, input into the e-Delphi process and interviews with CHCA member organizations (CBI Health Group, Saint Elizabeth, Toronto Central LHIN and Fraser Health).

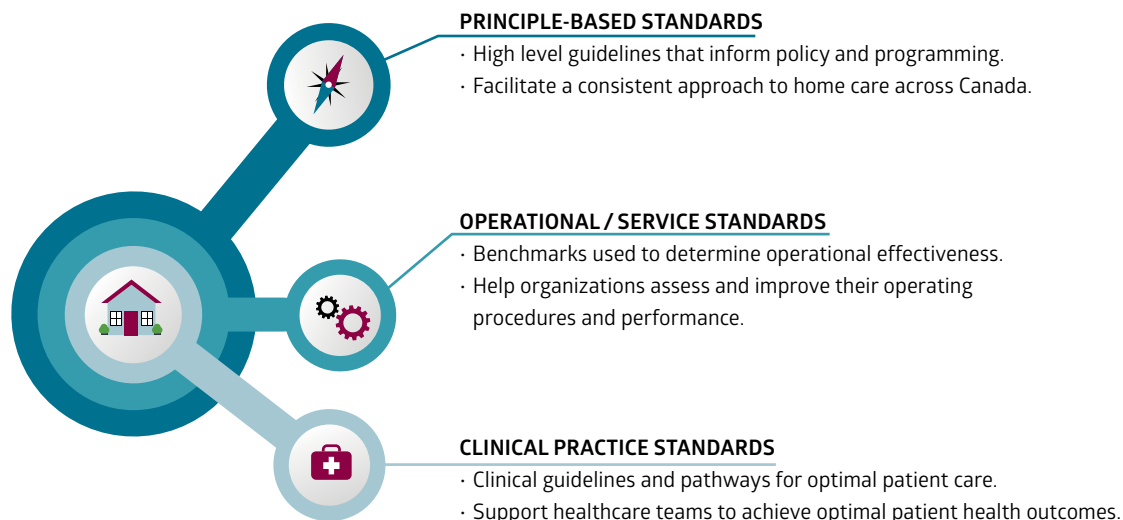
# POLICY

## SHAPING HOME CARE POLICY

### ACHIEVEMENTS (NATIONAL STANDARDS)

Articulate a frame, scope and plan for the development of national principle-based home care standards.

The CHCA developed a framework for national principle-based home care standards through a comprehensive engagement and input from governments, service providers, researchers, healthcare administration organizations and NGOs. Using a multiple data collection strategy, we held targeted interviews in Quebec (n = 25), three regional focus groups (n = 75) and two rounds of online surveys (n = 144). The **Framework for National Principle-Based Home Care Standards** reflects consensus on the goals, objectives, outcomes and priorities for the creation of national home care standards. Health Ministers from Alberta, British Columbia, Manitoba, New Brunswick, Nova Scotia and Yukon have expressed interest and support for principle-based home care standards.



# POLICY

## SHAPING HOME CARE POLICY

### FUTURE OBJECTIVES

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- Develop a white paper, *Self-Directed Care: Issues and Options for Policy, Providers and Patients*.
- Support the creation and application of national principle-based home care standards.
- Enhance provider knowledge and ability to track, analyze and report on home care indicators.
- Review, revise and reintroduce the Home Care Lens Tools (for policy and programs) to support adoption of the Harmonized Home Care Principles.



### Harmonized Principles for Home Care

- Patient- and family-centred care
- Accessible care
- Accountable care
- Evidence-informed care
- Integrated care
- Sustainable care

# CHCA

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## OPERATIONAL EXCELLENCE

### GOAL

Foster collaborative networks and accessible resources across the home care sector.

### OUTCOME

CHCA members have access to a recognized and valued source for information, advocacy and networking.

### 2017 HIGHLIGHTS

- New membership structure is tailored to organization needs with a clear return-on-investment.
- Increased local membership engagement through regional Home Care Summits™.
- Facilitated pan-Canadian discussions through live-streaming at the Home Care Summits™.
- Active engagement of new Partner members tailored to their organizational interests and priorities.
- Significant opportunities for Patron members' involvement in national dialogue and workshops.



### ACHIEVEMENTS (MEMBERSHIP BENEFITS)

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Launch a new membership structure and value-based activities.



The enhanced CHCA membership structure enables organizations to choose the membership level that best suits their organization's needs:

- MEMBER – for organizations that want to be recognized for their work in the home care sector, have access to up-to-date information and receive discounts to attend the Virtual Learning webinars and the Home Care Summits™.
- MULTI-LOCATION MEMBER – for provincial or territorial health authorities or national providers with multiple locations to engage both their central/national office teams and local teams.
- PARTNER – for organizations that want to try new concepts and ideas, and showcase their innovations.
- SUSTAINING PATRON – for organizations that want to be actively involved and receive priority invitations to events; participate in collaboratives; present at CHCA-sponsored workshops; and engage with home care leaders.

Implement a new approach to regional Home Care Summits™ to meet members' needs.



In 2017, the CHCA introduced a new format for our Home Care Summit™. Instead of hosting one national event, the association coordinated three regional summits. Using the overachieving theme of “Making Home Care Better,” the three consecutive summits built on each other to create a national dialogue on how to make home care more sustainable, integrated and accountable. Each two-day event included a special workshop on a local home care priority and featured international and Canadian guest speakers. A new live-streaming feature at each summit enabled virtual delegates across Canada to join the discussions.



### ACHIEVEMENTS (MEMBERSHIP ENGAGEMENT)

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Build strong relationships with Partner and Patron members to advance shared priorities.

**CHCA Sustaining Patrons** were involved in advocacy, improvement collaboratives and knowledge sharing. Team members from **Spectrum Health Care, VHA Home HealthCare** and **CBI Health Group** participated in the Safety Improvement Collaborative. **Saint Elizabeth Health Care** and **CBI Health Group** provided CIHI with expert advice and recommendations on home care indicators. The Home Care Summits™ profiled innovations from **BD Canada**. Leaders from **ParamMed Home Health Care** were part of the national standards expert advisory committee. On behalf of CHCA, **Closing the Gap Healthcare** presented to the Standing Committee on Human Resources, Skills and Social Development and the Status of Person with Disabilities in their hearings on Seniors and Aging. **Bayshore Home Health** is the CHCA's principal representative on the working group for Bill C-233: An Act respecting a national strategy for Alzheimer's disease and other dementias.

**CHCA Partners** engaged in a broad array of activities with the CHCA. **Perfuse Medtec, CellTrak** and **HIROC** presented innovative models of care in the new CHCA Virtual Learning Series webinars. **Fraser Health** provided expert advice to CIHI on home care indicators. **Essity** (formerly SCA Personal Care) collaborated on the fundamentals of integrated care featured at the Toronto summit. **Winnipeg Regional Health Authority** participated on the expert advisory committee for the development of the framework for national principle-based standards.

### **FUTURE OBJECTIVES**

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- Develop an interactive website to facilitate easy access to information and member engagement.
- Enhance communications and digital outreach to keep members informed of new developments in the sector.
- Strengthen relationships with federal, provincial and territorial ministries through targeted advocacy work.
- Evaluate membership engagement and benefits to ensure optimal return on investment.
- Facilitate new partnerships with national and international organizations that can impact home care.



### **CHCA areas of influence**

**ADVOCACY:** inform and influence policy and practice

**AWARENESS:** promote the role and value of home care

**KNOWLEDGE:** facilitate innovation and knowledge mobilization

**LEADERSHIP:** stimulate conversations that catalyze change

# PERFORMANCE MEASUREMENT

## ACHIEVEMENTS & MILESTONES

	<b>PEOPLE</b> Skills and Capacity Building	<b>PROCESS</b> Integrated Models of Care	<b>POLICY</b> National Benchmarks for Home Care	<b>CHCA</b> Network and Resources
<b>2017/18 ACHIEVEMENTS</b>	<ul style="list-style-type: none"> <li>• ‘Am I Safe?’ conversation guides</li> <li>• Teamwork Modules</li> <li>• Virtual Learning Series</li> <li>• Safety Collaborative</li> <li>• Customized consulting services</li> </ul>	<ul style="list-style-type: none"> <li>• National Carer Day campaign</li> <li>• International study on carers</li> <li>• Home care and carer priorities for national dementia strategy</li> <li>• High Impact Practices on integrated models</li> </ul>	<ul style="list-style-type: none"> <li>• National discussion on Harmonized Home Care Principles</li> <li>• Framework for national home care standards</li> <li>• Informed home care indicator development</li> </ul>	<ul style="list-style-type: none"> <li>• Value-based membership structure</li> <li>• Regional Home Care Summits™ with live-streaming</li> <li>• Engaged CHCA Patron and Partner members</li> </ul>
<b>FUTURE MILESTONES</b>	<ul style="list-style-type: none"> <li>• Safety strategies and tools to ensure ‘Medications without Harm’ in the home setting</li> <li>• Expand Virtual Learning Series</li> <li>• Carer recognition and support across Canada and internationally</li> <li>• Implementation collaboratives</li> </ul>	<ul style="list-style-type: none"> <li>• Integrated home-based palliative care</li> <li>• High Impact Practices featuring integrated models of care</li> <li>• White paper on Technology and Integrated Care</li> <li>• Consensus on fundamentals of integrated home &amp; primary care</li> </ul>	<ul style="list-style-type: none"> <li>• White paper on Self-Directed Care</li> <li>• National principle-based home care standards</li> <li>• Home care indicator awareness and understanding</li> <li>• Adoption of Harmonize Principles for Home Care</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced CHCA website</li> <li>• Digital communications strategy</li> <li>• Targeted government advocacy</li> <li>• Canadian and international partners</li> </ul>

**THE CANADIAN HOME CARE ASSOCIATION (CHCA)** is dedicated to ensuring the availability of accessible, responsive home care to enable people to safely stay in their homes with dignity, independence and quality of life. Our vision is an integrated health and social care system that provides seamless patient- and family-centred care that is accessible, accountable, evidence-informed, integrated and sustainable.

Established in 1990, the CHCA is a recognized and respected resource for our members as we make connections and facilitate the sharing of new ideas and leading practices across the country. Through our diverse membership base, the CHCA represents the following stakeholders:

- Federal, provincial and territorial governments
- Health Authorities and other publicly funded home care programs
- Service providers
- Pharmaceutical, equipment and technology suppliers

## CHCA Board of Directors

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