

Canadian Home Care Association

# Strategic Plan

2023-2027



## Mission and Vision

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 home and community-care system that provides seamless patient- and family-centred care that is accessible, accountable, evidence-informed, integrated, and sustainable.

## Governance

Incorporated in 1990, the CHCA is a national not-for-profit membership association that represents home care stakeholders across Canada. It is governed by a seventeen-member board of directors, representing each province and territory, as well as direct service providers. The CHCA's national office oversees its operational functions, facilitated by the chief executive office and a dedicated team responsible for policy, research, communications, membership relations, and financial management. The association's annual financial statements are produced externally and are subject to audit.

## Members

Members of the CHCA encompass representatives from federal, provincial, and territorial governments, administrative organizations, service providers, researchers, educators, and others with an interest in home care. Through our diverse membership base, the CHCA represents public and private organizations that fund, manage, and provide services and products in the home and community. As a national association, the CHCA serves as a unifying force, amplifying our members' individual voices to influence national policy directions on crucial professional and political issues.

*The CHCA defines home care as an array of health and support services provided in the home, retirement communities, group homes and other community settings to people with acute, chronic, palliative or rehabilitative health care needs. Services may include assessments, education, therapeutic interventions (e.g., nursing and rehabilitation), personal assistance with daily living activities, help with instrumental activities of daily living<sup>1</sup> and carer<sup>2</sup> respite and support.*

<sup>1</sup>The Canadian Institute for Health Information defines the activities of daily living as personal hygiene, toileting, locomotion and eating, and instrumental activities of daily living such as meal preparation, housework, medication management, shopping and transportation.

<sup>2</sup>Carers Canada defines a carer as a person who takes on an unpaid caring role for someone who needs help because of a physical or cognitive condition, an injury or a chronic life-limiting illness.



# Strategic Aim

In our pursuit of an integrated home and community-care system, CHCA's strategic aim is to empower our members with the knowledge, resources, and collaborations essential for excellence in home care. Through our tailored educational initiatives, policy influence, SPRINT collaboratives and strategic partnerships, we are committed to delivering unparalleled value, ensuring our members remain at the forefront of quality and innovation in the sector.

## Guiding Principles

The National Home Care Principles provide the solid base for our strategic plan. Crafted after extensive consultation with numerous stakeholders, these principles encompass the collective values within Canada's home care sector. They serve as our guiding light, steering our member-focused initiatives and reinforcing our commitment to enabling our members to provide excellent, consistent home care. The National Principles pledge that our joint efforts perpetually champion proactive, holistic strategies for health and wellness, reflecting the true spirit of Canadian home care.



### Family and client centred

Clients and their caregivers are the centre of care.



### Accessible care

Equitable and consistent access to appropriate care.



### Accountable care

A shared vision and clear strategy for managing, delivering and reporting on client, provider and system outcomes.



### Evidence-informed care

Care is informed by clinical expertise, patient values and best available research evidence.



### Integrated care

Coordinated planning, delivery and alignment across multiple health and social care providers.



### Sustainable care

Provision of care that improves the client experience and achieves health and system outcomes in a cost-effective manner.



*The National Home Care Principles are a statement of home care values that are shared across Canada. Broadly endorsed by governments and home care stakeholders, the principles provide a policy and program framework to support consistent, high quality home care within and across jurisdictions.*

# Strategic Pillars

The CHCA has delineated four core strategic pillars to guide our operations and services. These pillars exemplify our commitment to quality home care, effective policy-making, bridging theory with practice, and fostering collaborative endeavours.

## Cultivating Excellence through Education



As one of our foremost strategic pillars, we focus on supporting our members in fostering a highly skilled home care workforce. We believe that accessible, high-quality home care services stem from well-trained and skilled healthcare providers. We aim to equip our members with the tools and resources necessary to elevate their staff's competencies and knowledge. By introducing online training programs and leveraging innovative engagement techniques, we are dedicated to providing cutting-edge learning experiences and content to our members across the country.

## Policy Influence and Advocacy



Our second pillar emphasizes our commitment to shaping policy and funding decisions to advance integrated home and community care. Our efforts target focus on educating decision-makers and placing home care at the forefront of healthcare transformation planning and budgetary considerations. Through the creation of briefing documents, involvement in advisory councils, and steering nationwide awareness campaigns, we aim to educate, clarify misconceptions, foster discussions, and champion home care as an integral part of a cohesive health and social care system.

## Bridging Knowledge and Practice



Our third pillar centres on transitioning from knowledge to action. We are engaged in bridging the gap between our research and its real-world application. By introducing evidence-based practices to our members and assisting in their integration via our SPRINT Implementation Collaboratives, we bolster the dissemination and adoption of leading practices nationally. Collaborating with key stakeholders, we introduce innovations to our members through our High Impact Practices, with the goal to elevate the quality and efficiency of home care.

## Strengthening Through Collaboration



The final pillar accentuates the significance of forging strategic alliances and mutual partnerships. At CHCA, we recognize the power of unity. Through partnerships spanning a diverse spectrum – from healthcare organizations and advocacy groups to research institutions and technology firms – we tap into a vast reservoir of expertise and resources. These synergies enable us to glean insights from established best practices, engage in essential dialogues, and gain valuable insights to build a collective understanding and approach to key priorities impacting home and community care.

# Strategic priority areas

Over the next five years, the CHCA has identified distinct strategic priority areas to guide our actions towards achieving integrated home and community care. These areas reflect our membership priorities and align with our mission and vision. By concentrating on these priority areas, we aim to bring transformative improvements in the quality, accessibility, and sustainability of home care, all while reinforcing our role as leaders in the sector.



**Fostering a Skilled and Competent Workforce**



**Advancing Integrated Home Care and Primary Health Care**



**Championing Accessible and Accountable Care**

# Advancing Integrated Home Care and Primary Health Care

The CHCA is committed to advancing integrated home care and primary health care, recognizing its integral place in a patient-centered health paradigm.

## Framework for Integrated People-Centred Care

Incorporating over two decades of research and collaboration, CHCA has tailored the World Health Organization's framework on integrated people-centric health services. The ultimate goal is to foster a holistic health system that centers on individuals, their families, and communities, ensuring that home care and community-based services are adequately resourced to optimize overall health outcomes. This framework anchors our endeavors in the Integrated Home and Community-Based Care priority area.

## Lens for People-Centred Integrated Care

Central to our initiatives is the revision and adaptation of the CHCA Lens for Integrated Care Tool. This tool's primary function is to inform conversations about the implications of emerging or adjusted policies and programs within an integrated health frameworks. Developed to guide users with thought-provoking questions, the Lens aims to highlight potential discrepancies, stimulate dialogue, and reveal potential opportunities. Our goal extends beyond policy and program assessment; the CHCA aspires to elevate the visibility of home care's role within integrated systems. Engaging with the Lens, either individually or collaboratively, is anticipated to be instrumental in grasping home care's distinct nuances, discerning impediments, and identifying crucial resource requisites. Thus, it reaffirms home care's position as an essential cornerstone in an integrated healthcare strategy.

## Project ECHO – Pioneering Integrated Care Models

Another project in our integrated care priority is the launch of a Integrated Home & Community Care Project ECHO initiative (Project ECHO ISC). Inspired by the highly successful model from the University of New Mexico Health Sciences Center, our vision for Project ECHO ISC encompasses leveraging video conferencing technology to bridge geographical barriers and promote interdisciplinary collaboration, and effective integrated care models. The Project ECHO ISC will enhance the capacity of home care providers through continuous professional development, facilitate access to specialized knowledge especially in underserved regions, and facilitating integration with primary health care teams. With a keen focus on integrating care systems, we aim to substantially reduce fragmentation, ensuring that all Canadians benefit from a holistic, patient-centered approach in home and community care settings.





## Fostering a Skilled and Competent Workforce

CHCA is dedicated to nurturing a skilled and competent workforce. Through continuous training and collaboratives available to our member organizations, we aim to enhance the retention and resilience of the home care workforce.

### Emotionally Intuitive, Competency-Based Palliative Care (eiCOMPASS)

CHCA is at the forefront of enhancing the expertise of home-based palliative care teams nationwide. Through a Health Canada grant and anchored in the Canadian Interdisciplinary Palliative Care Competency Framework, this initiative serves as a guide for organizations to identify knowledge gaps, design training programs, and support continuous learning. Enhanced by emotional intelligence micro-learning courses, our goal is to provide healthcare providers with the combined clinical and emotional skills required for high-quality, compassionate home-based palliative care. This initiative underscores our commitment to advancing the strategic priority of fostering a skilled and competent workforce in the home care sector.

### Restorative Care— Empowering Caregivers

CHCA's Partners in Restorative Care (PiRC) initiative advances a comprehensive head-heart-hands approach to supporting and empowering caregivers and promoting effective home-based restorative care. This work strikes a balance between knowledge (head), emotion (heart), and action (hands) in caregiving. At its core is an Emotional Intelligence Learning Program, developed to equip healthcare providers with the aptitude to recognize and understand emotions, ensuring empathetic and effective communication. As we progress, CHCA aims to amplify the application of the head-heart-hands lens and further refine the Emotional Intelligence Learning Program to meet the diverse needs of home care organizations nationwide, strengthening our strategic priority of cultivating a highly skilled and competent workforce.

### Home-Based Palliative Care Project ECHO Stream

As part of our Project ECHO Home and Community Care, the CHCA Project ECHO: Home-Based Palliative Care is engaging over 1,000 stakeholders in accessing clinical expertise and knowledge focused on clinical skills, knowledge and attitude. This Project ECHO stream offers healthcare providers access to specialized palliative care knowledge. Spotlighting clinical expertise and case-based discussion, this Project ECHO stream encourages providers to expand their competencies and incorporate evidence-backed practices. As we advance our strategic commitment to fostering a workforce rich in clinical expertise, this Project ECHO stream stands as a pivotal initiative in amplifying the depth and breadth of skills, knowledge and attitudes in palliative care.

## Championing Accessible and Accountable Care

The CHCA consistently champions the cause of targeted funding and reinforced accountability mechanisms to ensure superior quality care, optimal patient outcomes, and proficient service delivery.

### National Dementia Strategy - Minister's Advisory Council

In a strategic advancement for dementia care, Nadine Henningsen, CEO of the Canadian Home Care Association (CHCA), was appointed to the prestigious Ministerial Advisory Board (MAB) on Dementia in June 2023 for a three-year tenure. This appointment not only accentuates the CHCA's dedication to accessible and accountable care but also provides an opportunity to bring our expertise to strategic tables. The CHCA will engage in discussions on dementia, emphasizing person-centered care, risk mitigation, awareness campaigns, and employing data to uplift the quality of life for individuals with dementia as well as their caregivers. This initiative supports our commitment to fortifying both accountable and patient-centric care within the home and community care domain.

### Federal Leadership and Shared Health Priorities - Funding and Accountability

The Canadian Home Care Association (CHCA) remains unwavering in its advocacy for increased accountability in bilateral agreements, funding adjustments in line with inflationary trends, and a definitive distinction between federal and provincial funding allocations. In collaboration with the Canadian Institute for Health Information (CIHI), our focus builds awareness and transparency regarding six pivotal home care indicators designed to track advancements and impact across the country. This work will ensure accountability for the federal government's investment of \$6 billion in home care and help achieve high quality equitable services for all Canadians.



*Ensuring home care is part of all national health strategies recognizes the intertwined nature of health and social needs. Home care services extend beyond medical care to include support for daily living activities and social well-being, thereby enhancing the overall quality of life for Canadians.*



# Cross-cutting priorities

Our plan gives prominence to carers (family caregivers), aiming not only to recognize their invaluable contributions but also to equip them with resources, support, and skills. Such an approach is geared towards optimizing their caregiving capabilities while simultaneously building their confidence and resilience.

**Recognizing and Empowering Caregivers**

**Enhancing Membership Engagement and Value**

**Advancing Research and Knowledge Translation**

Our members are fundamental in everything we do and as an association we are committed to ensure their voice is reflected in our priorities. To this end, we envisage hosting educational events, expanding networking avenues, and undertaking proactive engagement measures.

We're deeply invested in the conviction that informed research and its practical translation can revolutionize the home care sector. Our strategic plan is underscored by unwavering support for research endeavours, paired with a commitment to ensuring that these findings seamlessly translate into everyday practices, enhancing care quality in the process.

# Organizational Impact and Outcomes

As we embark on our five-year strategic journey, it is imperative to understand the tangible impacts and outcomes we aim to achieve. The following section delineates the anticipated results and the positive changes we envision for our members, stakeholders, and the broader home and care sector. Through targeted efforts and steadfast commitment, we aspire to leave a lasting imprint, fostering a more integrated, efficient, and patient-centric care.

## Enhanced Workforce Competence and Resilience in Home Care

- 30% increase in home care organizations from across the country participate in advanced training programs and collaboratives provided by CHCA, emphasizing the value and effectiveness of continuous learning. (Baseline 5 organizations)
- Positive feedback from 70% of the participants engaging on virtual training indicating increased confidence and competence in their roles due to CHCA's initiatives.

## Augmented Influence in Policy Making and Advocacy for Home Care

- A minimum of five briefing documents and advisories created and presented to policymakers, underscoring CHCA's active role in policy discussions.
- Two nationwide awareness campaigns emphasizing the importance of home and community care and caregivers, leading to greater public knowledge and support.

## Seamless Integration of Knowledge and Practice in Home Care

- A 40% rise in participant engagement in tools and programs like the Home Care Lens and Project ECHO Home and Community Care streams, showcasing the importance of integrated care. (Baseline 1,000)
- Adoption of the “head-heart-hands” approach in clinical tools, showcasing a balanced empowerment and supportive caregiving model.

## Robust Membership Engagement and Strengthened Collaborative Efforts

- Establishment of at least three new strategic partnerships with diverse organizations, leading to more robust collaborative efforts.
- A 30% increase in member feedback, suggestions, and active participation in CHCA's endeavors, showcasing increased value and trust in the association. (Baseline 30)
- Increase in members and stakeholders accessing information and evidence-informed tools introduced by CHCA through virtual mediums and social media.
- 10% increase in twitter followers (baseline 5,012 followers)
- 25% increase in LinkedIn following (Baseline 361)
- 30% increase in visitors to the cdnhomecare.ca / year (Baseline 54,000 / year)