



# The Essence of **Service Excellence**

Report to the Community 2011/2012



# The Power of 'Serving Others'

Welcome to The Essence of Service Excellence, our Report to the Community, which highlights many of the inspirational and foundational milestones we have achieved over the last 12 months. We are very pleased to share the impressive accomplishments of our employees and volunteers who are committed to excellence in everything they do. We are truly on the road to achieving our vision of being “the best community health care organization in Ontario; the preferred choice.”

Today's health care environment is complex and demanding. It challenges us to be strategic, creative and focused on creating client-centred experiences and solutions that respect the needs, abilities and uniqueness of the people we serve. Over the last year, we set the bar high and adopted a comprehensive quality framework and new models of client service delivery, collaboration and communication. We took on new leadership roles in the Home Health Care, Community Support, and Hospice Palliative Care sectors to provide our expertise during this time of health care transformation.

We celebrated our commitment to service quality in June when Circle of Care was accredited “with commendation” by Accreditation Canada. Once again, our agency's 4th accreditation reinforced our unwavering devotion to excellence in client care, planning and performance improvement. What matters most is the satisfaction of knowing that we are making a difference to our clients each and every day. This is what drives Circle of Care staff and volunteers.

We are also very proud of our ALC Checklist, a new tool we developed to keep our clients safe in their home. This innovative approach empowers regulated staff and volunteers to identify clients at risk by focusing on observable changes in how they 'Act, Look and Cope'. By using the checklist, our staff can put a response plan in place to meet clients' changing needs. This means clients receive the right care, at the right time and can live at home for as long as possible.

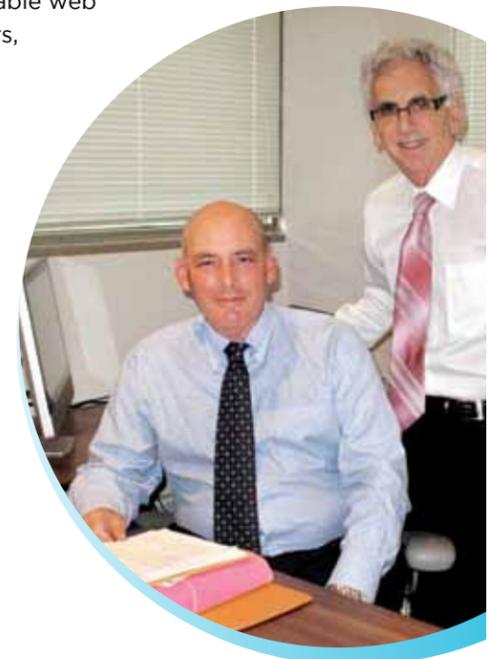
Over the last year, we have continued to make collaboration and community engagement a priority. Partnerships of note include the Integrated Cluster Care Model with Central Community Care Access Centre, our nursing partnership with Acclaim Health, and our hospice volunteer training partnership with Hazel Burns Hospice. These alliances have allowed us to provide a stronger, more sustainable web of support for clients, their caregivers, our staff and volunteers, thus improving outcomes.

Hundreds of people have contributed to our work and the successes that we have accomplished over this 12-month period. We are very grateful to our employees, volunteers, Board of Directors and community partners for their dedication to and steadfast commitment to staying true to our strategic goals and vision.

**Allan Rudolph**  
Board Chair



**Michael F. Scheinert**  
President and CEO



# The Power of Listening, One Client at a Time

“Listen to clients. Respect their wishes. Treat them with dignity.” That is the refrain behind the *Changing the Conversation with Clients and Caregivers* initiative that Toronto Central Community Care Access Centre (CCAC) launched and Circle of Care was quick to implement.

- Prior to this program being implemented, our Personal Support Workers focused mainly on the client service plan during their visits. They now also ask their clients three simple questions:

- 1. At the beginning of the visit:** What is the most important thing I can help you with today?
- 2. Ten minutes from the end:** Is there anything I can help you with before I go? I have the time.
- 3. Before leaving:** Is there anything you'd like me to tell the agency?

- This approach allows staff to be more responsive to client needs. Here is one example:  
The Circle of Care Personal Support Worker (PSW) arrives at a client's home and finds that they are weak and have not eaten their breakfast. The PSW can put the written care plan aside for a few minutes and focus on providing a much needed meal for the client. This places the client's immediate needs first and delivers a more flexible and customized care experience.



Changing the conversation fundamentally changes the relationship between our clients and the Personal Support Workers from “task first” to “talk first”.

**Debbie Taylor**  
Vice President of Client Services

# The Power of Leadership

Our vision at Circle of Care is “to be the best community health care organization in Ontario: the preferred choice.” We have the discipline, perseverance, courage and conviction to achieve this vision. Results and accomplishments from last year prove that we are moving in the right direction:

|                                   |       |
|-----------------------------------|-------|
| Client rating of service quality  | 94%   |
| Revenue Growth                    | 10%   |
| Client Incident Occurrence        | 0.2%  |
| # of Strategic Projects Completed | 200%* |

\*of target (19 projects)

During the last year we stepped forward to play a leadership role in a number of key forums to help shape the future of health care in Ontario. For example:

- We sit on the Board of Directors of the Ontario Homecare Association, the first non-profit agency to be represented on the Board of this organization.
- We co-chaired the Central Local Health Integration Network (LHIN) Community Support Services Network steering committee.
- We chair the Ontario Caregiver Coalition.
- We sat on the Hospice Palliative Care Interim Advisory Group for the Central LHIN.



- Circle of Care led the development of Service Delivery Guidelines for Community Support Services in the Central LHIN, including guidelines for transportation, meals on wheels and adult day programs.
- As leaders in the field, our participation in research projects and development of best practices was showcased through 25 presentations we delivered at conferences across Canada and the United States.

# The Power of Knowledge

The Integrated Assessment Record eliminates the need for clients and family caregivers to repeat their stories multiple times, and it also identifies potential health and safety risks upfront.

**Alison Kilbourn**  
Project Manager

The quality of our client care improved significantly last year with the introduction of two important knowledge tools: the interRAI CHA and the Integrated Assessment Record.

## interRAI CHA

In June 2011, we successfully implemented the interRAI CHA tool. With this tool, the client receives the same assessment and service plan regardless of which Circle of Care Regulated Health Professional they meet. The tool assesses risks such as incorrect medication dosages, falls, mental health concerns or memory issues. This allows our staff to put proactive plans into place to minimize unnecessary hospital admissions or trips to the emergency room.

## INTEGRATED ASSESSMENT RECORD

We were involved in the implementation of the Integrated Assessment Record (IAR). The IAR is an exciting provincial initiative that allows health information to move with the client from one service provider to another. This empowers our staff to more effectively plan, collaborate and provide services for clients.

### WHAT IS THE RAI?

The RAI — short for Resident Assessment Instrument — was developed by a team of international academic researchers representing 29 countries. This home care instrument assesses the needs of adults living in a community setting, such as frail seniors.

# The Power of People

**“Service is the lifeblood of an organization. Everything flows from it and is nourished by it. Service is a passion; an attitude.”**

Circle of Care is fortunate to have over 550 employees and 350 volunteers who practice this philosophy every day. Our team has boundless energy, enthusiasm and commitment to serve our clients and make a difference in their lives.

The dedication and commitment of our staff was recognized by the Bhanyana Family Foundation, which presented our Client Service Centre Team the prestigious 2011 Bhanyana Award for Team Achievement.

## INVESTING IN OUR PEOPLE

We invested in our employees and volunteers to build their skills and capacity in many ways:

- We launched an innovative training program called ‘iCARE, a fresh approach to customer service.’ iCARE’s goal is to build more connected Circle of Care teams, enhance communication and ultimately create an exceptional customer experience.
- Personal Support Workers received training for the Acts, Looks, Copes (ALC) checklist, iCare and ‘Changing the Conversation.’
- Volunteers were offered training in communicating with cognitively impaired clients. Staff and volunteers received an orientation to the *Accessibility for Ontarians Disability Act*.
- We refreshed our internal communication approach with employees. A new 360° Newsletter was developed and we established regular email Newsblasts as the preferred way to share announcements. We also launched our Employee Intranet.
- Staff participated in more employee engagement opportunities than ever before, including townhall, meetings, project teams, focus groups and surveys.



## OUR VALUES

- Accountability
- Client-Centred Care
- Diversity
- Ethical Behaviour
- Fiscal Accountability
- Innovation
- Learning and Growth
- Safety
- Teamwork & Collaboration



# The Power of Access

Many of Circle of Care's clients and prospective clients are truly voiceless stakeholders — frail seniors and disabled adults, often living on low incomes and/or having limited English skills.

Some people wouldn't eat if we didn't come. And in some cases I think the people that go to the door are the only visitors they might get. It's a light in their day when nothing else might happen.

**Elaine**  
Meals on Wheels Volunteer



Circle of Care's Health Equity Committee was launched in 2010 to address barriers to service access for different populations. These include frail, low-income seniors and disabled adults including those from varying ethnic and linguistic backgrounds. The committee focused its' initial work on the development and implementation of two important initiatives:

## Enhancing Subsidies:

Our subsidy program has been expanded to include all agency programs where a fee is charged. As well, a new tool — the Subsidy Calculator — was developed to simplify the process of assessing client eligibility for subsidies.

## Improving transportation access

In our popular transportation program, service hours were extended and geographic areas expanded so that more clients can access the service. We were also able to increase our vehicle passenger capacity and serve more clients due to the adoption of a new electronic scheduling system called Trapeze.

# The Power of Innovation

## INTEGRATED CLUSTER MODEL PILOT

Circle of Care and the Central Community Care Access Centre (CCAC) forged new ground with the development of an Integrated Cluster Care Model in four apartment buildings on the Bathurst Street corridor. The goal of this pilot was to increase flexibility in service provision so that Central CCAC clients could access Circle of Care's Personal Support Services as well as Kosher Meals on Wheels, Transportation and Day Centre services. We built an interprofessional team to facilitate comprehensive care for our clients participating in this project.

## TECHNOLOGICAL IMPROVEMENTS

At Circle of Care, we strive to stay ahead of the technology curve and implement innovative systems that improve efficiency and customer service. Over the last year, we made significant technological enhancements. Two key initiatives are:

- A **Phone Verification System** so that Personal Support Workers (PSWs) can verify when they are at the client's home. The PSW dials into a central phone number at the start and finish of each client appointment. Any discrepancies in schedules are then brought to our attention and the client is notified. This significantly reduces the risk associated with a missed client visit.
- An **Automated Schedule Notification system** was put in place whereby schedules are read directly from client electronic charts into each PSW's voice mail box by a computerized voice. Not only does this system save time, the messages are clearer and errors in transmission are eliminated.



The Integrated Cluster Care Pilot Project enhanced our CCAC Service Provider role by giving us greater autonomy, accountability and leadership, while also improving client outcomes.

**Sonia Ranieri**  
Client Services Manager



# Moving Forward

The new fiscal year has already started with great excitement! After 25 years at our old location, we packed our bags and moved to new Circle of Care headquarters. Nestled in the heart of the communities we serve, our new offices are not only inviting and highly functional, but they are designed to encourage teamwork, collaboration and creativity.

We will be establishing satellite offices in the next year to better serve our clients who are spread across the Greater Toronto area. Circle of Care's plans for the coming year also include exciting new partnerships, quality initiatives, and more technological upgrades.

All of this and more we plan to achieve, driven by the motivation to improve our client's lives and fulfill our mission statement: **to support individual independence and to sustain and enhance quality of life in the community.**



# Service Highlights



|  |  |  |  |
|--|--|--|--|
| <b># Rides provided by van drivers</b><br><b>31,088</b><br> | <b># Personal Support Workers (PSW)</b><br><b>426</b><br><b># Clients served by the PSWs</b><br><b>4,452</b>                       | <b># Hours delivered by the PSWs</b><br><b>564,715</b><br> | <b># Holocaust Survivors receiving support</b><br><b>436</b><br><b># Supportive housing visits</b><br><b>13,355</b>                                      |
| <b># Clients receiving drives</b><br><b>903</b>  | <b># Clients attending the Adult Day Program (ADP)</b><br><b>97</b>  | <b># Days of programming at the Adult Day Program (ADP)</b><br><b>5,371</b>  | <b># Respite hours through Family Caregiving Connections</b><br><b>2,067</b><br><b># Volunteers reaching out to Circle of Care clients</b><br><b>350</b> |
| <b># Volunteers who delivered meals</b><br><b>178</b>  | <b># Meals Delivered</b><br><b>84,385</b><br> | <b># Clients that received meals</b><br><b>1,061</b>   | <b># Counseling and support visits</b><br><b>18,264</b>  |

**CIRCLE OF CARE BOARD OF DIRECTORS**

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Central Local Health Integration Network  
Community Care Access Centres:  
Central, Toronto Central, Central East, Central West  
Ministry of Health & Long Term Care  
Conference on Jewish Material Claims Against Germany  
UJA Federation of Greater Toronto  
United Way Toronto  
City of Toronto

**AFFILIATES**

Circle of Care Foundation  
Habayit Shelanu Seniors Residences Corporation  
Association of Jewish Seniors



**Notes**

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