



# Transforming Home Care Nursing Services





# Transforming Home Care Nursing Services:

Nursing Clinics – A Story  
In Partnerships, Continuity,  
Integration and Sustainability

**Brian Lawless, M.S.W., RSW**  
**Manager, Service Provider Programs**  
**Champlain CCAC**

**Cindy Bennis, RN, CHPCN (c)**  
**Director of Clinical Management**  
**Bayshore Home Health**

# Agenda

- Drivers for Change
- Nursing Clinic Utilization and Expansion
- Results
- Questions



# Drivers for Change

Context and Challenges

# Context

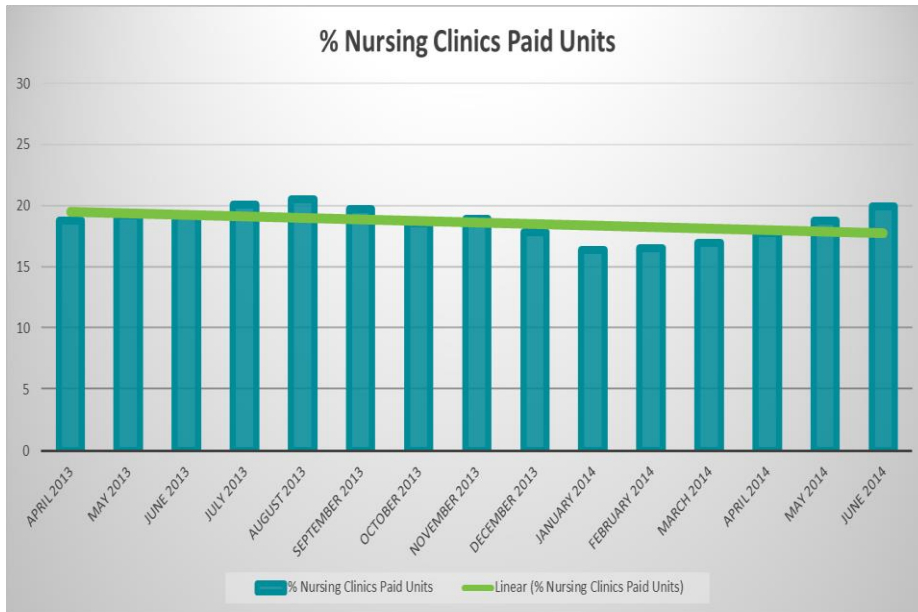
- Champlain CCAC uses a “turnkey” model for nursing clinics
  - CCAC identifies new clinic location(s) and awards to a service provider partner
  - The service provider partner is 100% responsible for securing space/leasing, insurance, equipment, utilities, staffing, client scheduling, etc.
  - The service provider partner charges in 15 minute increments on a per client visit basis
- This model presents both advantages and challenges for the CCAC and its service provider partners
  - Administrative management
  - Cost structure

# Challenges

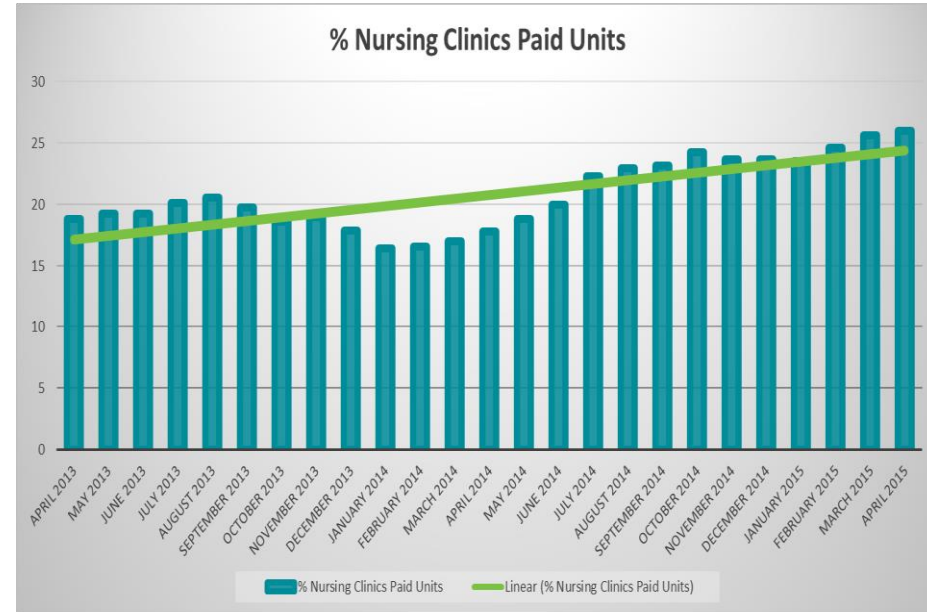
- Increasing demand for all CCAC services
- Need to identify opportunities to promote system sustainability
  - Past efforts to increase clinic utilization have been challenging
  - System partner, client and CCAC and service provider partner staff

# Impact

## Pre-Clinic Strategy Implementation



## Post-Clinic Strategy Implementation





Champlain

**CCAC** **CASC**

Community  
Care Access  
Centre

Centre d'accès  
aux soins  
communautaires  
de Champlain



# **Sustainability Strategies:**

Increase Existing Clinic Utilization  
Expand Clinic Locations



# Strategy: Increase Utilization of Existing Clinics

- Change in nursing clinic eligibility guidelines by CCAC
- OBC Wound Home to Clinic Transfers Initiative
- Challenging expectations:
  - **CCAC Staff:** Think Clinic First! campaign
  - **SPO:** Transparency, scheduling, exposure
  - **Clients:** Who goes to a clinic, benefits for improved outcomes and what to expect
  - **System Partners:** Leveraging relationships & engaging multiple levels of stakeholders
- Opportunity to improve client experience and equitable access: more clinics closer to clients and/or in rural areas

# Strategy: New Clinics

- Expansion strategy started with WDMH
  - Success prompted a reinvigoration of Champlain's clinic strategy
- Used historical nursing utilization data that was geo-mapped to suggest potential clinic sites
- Modelled clinic capacity to assess viability of some of the locations identified in the geo-mapping
  - Apply an intelligent filter to further refine potential sites

# Determination Process

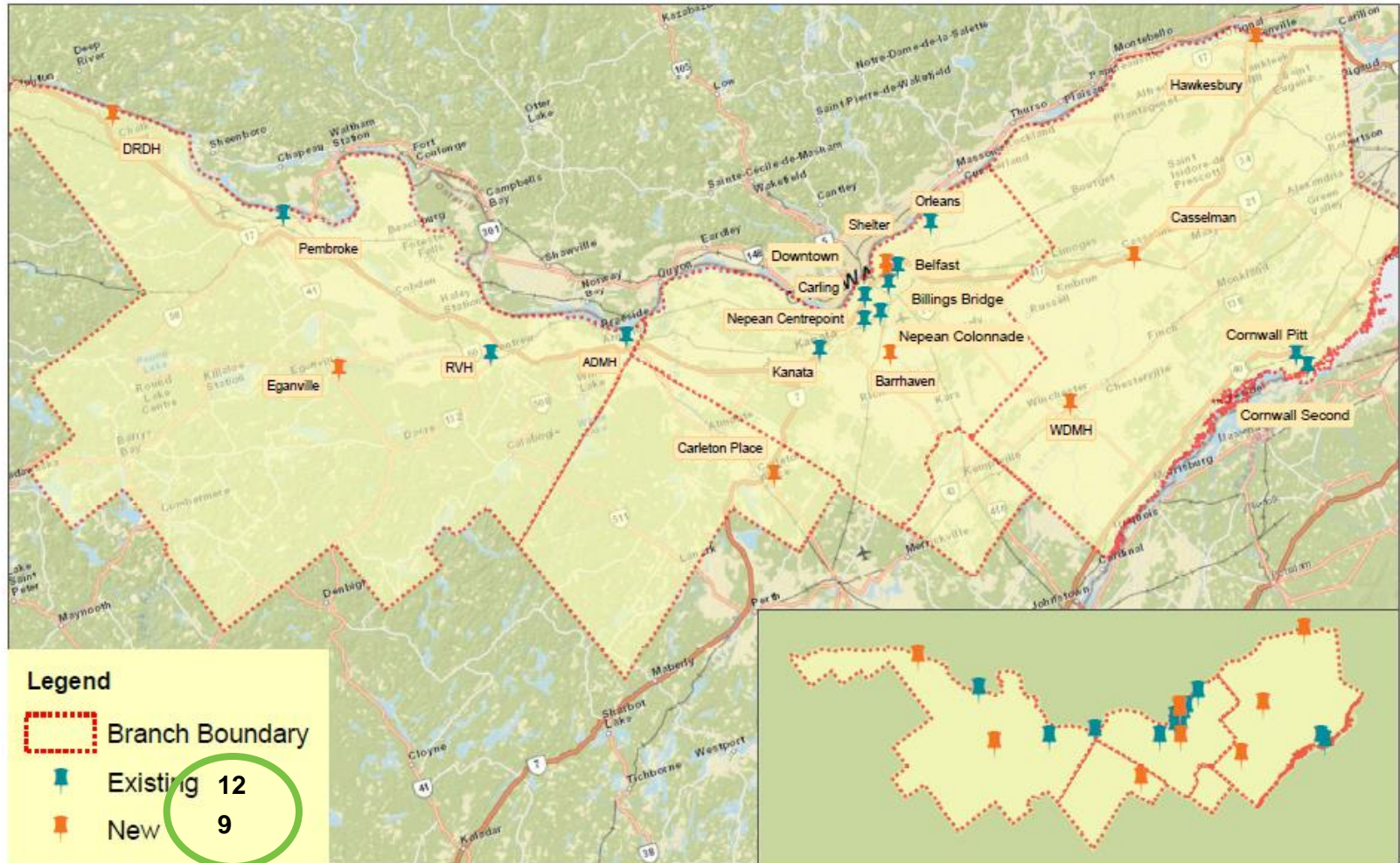
- Potential new clinic sites were presented to all Nursing provider partners
  - Provider business opportunity analysis
- A formal Request for Interest was undertaken
  - Provider partners were strongly encouraged to explore opportunities for clinics with other health system partners
- All submissions underwent a formal evaluation with set criteria
- Memorandum of Understanding issued between the CCAC and service provider partners
- Joint communication with health system partners, media and public to support clinic setup and utilization



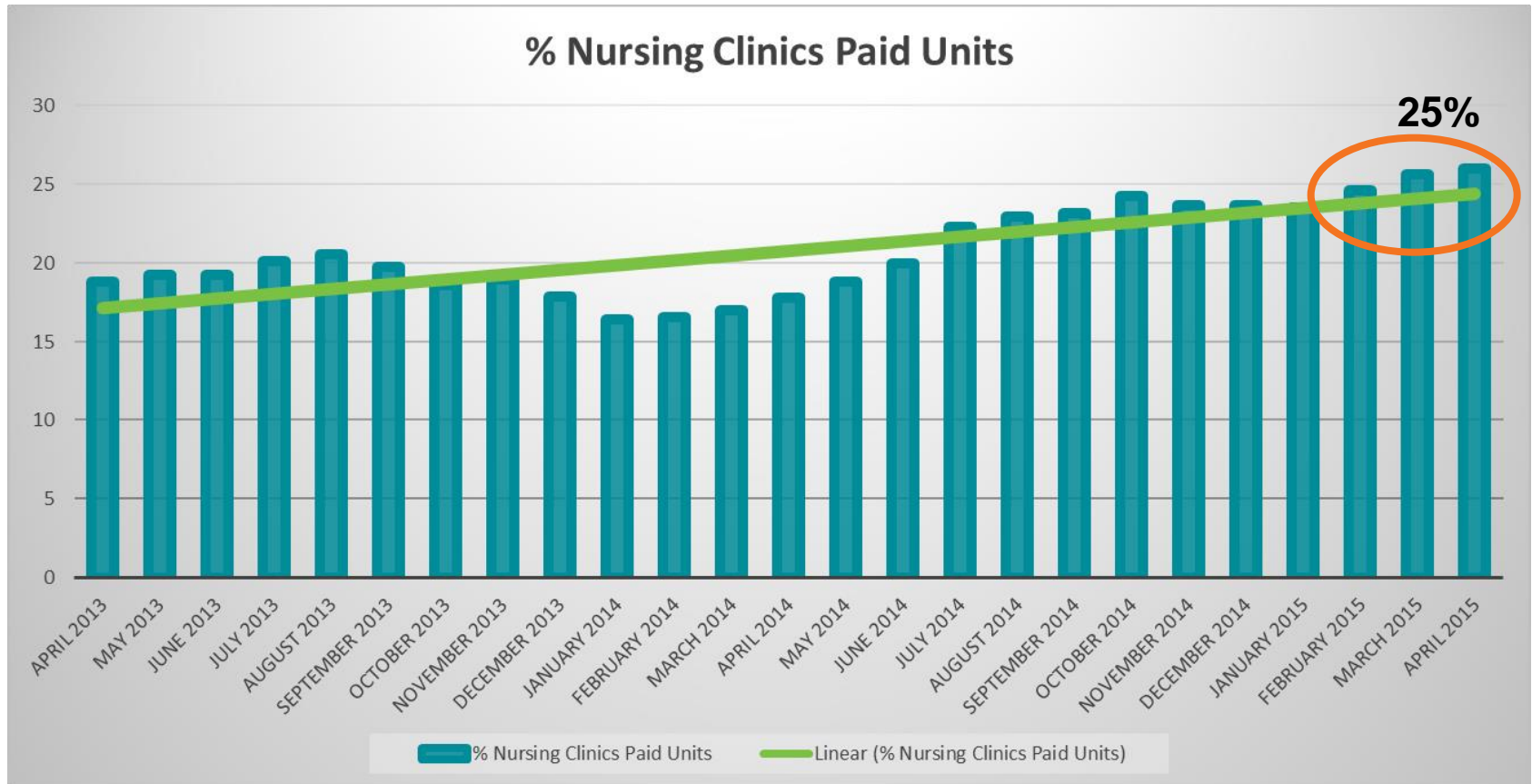
# Results

Successes and Lessons Learned

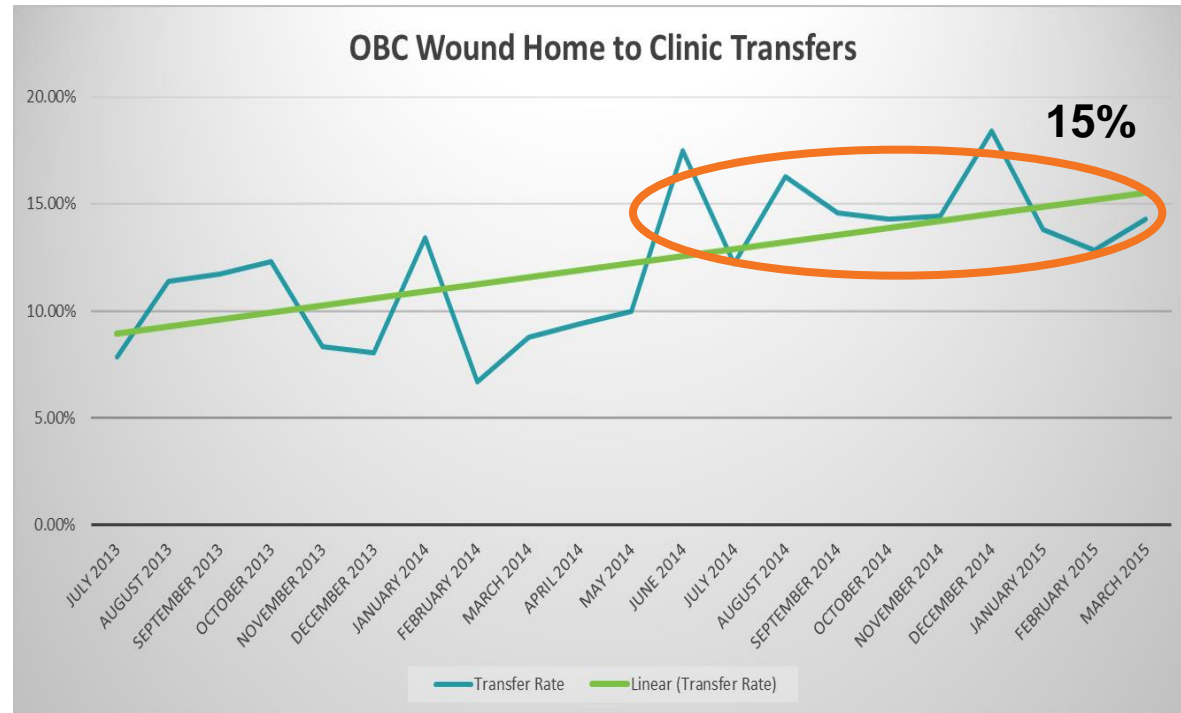
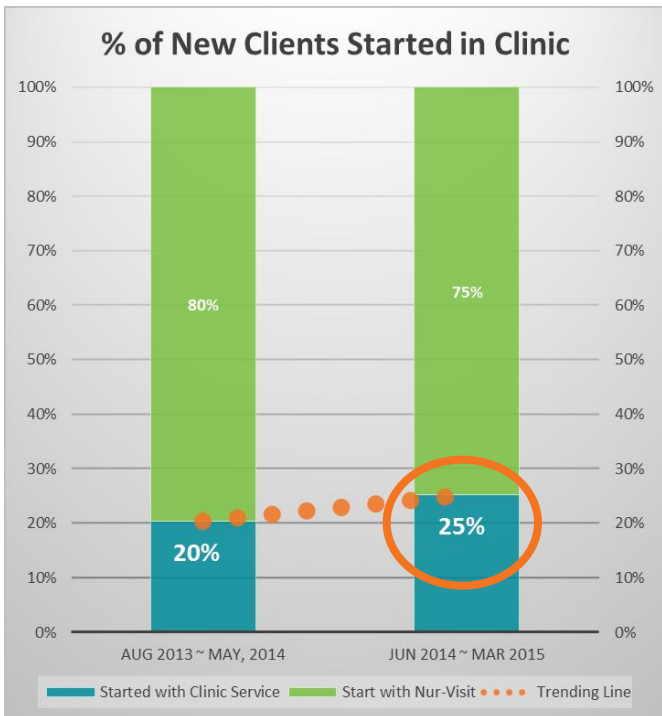
# New Clinic Locations



# Impact



# Impact



**\* all client populations**

Champlain CCAC and Bayshore Home Health

# Impact

- Sense of urgency
  - Focus on the client outcome and experience
  - System sustainability
- Significant, sustained improvement in clinic utilization
- Client / System partner / Staff feedback
- Cost efficiencies that are driven back into more frontline care



In Champlain, every 1% increase in clinic utilization annually represents approximately \$200,000 cost savings



# Lessons Learned

- CCAC and Service Provider Partner collaboration has been fundamental to the success of these—and other—initiatives
- Co-development of tools, resources, guidelines and processes
- Joint communications and media announcements
- Beyond collaboration
  - Commitment to community health care and fiscal sustainability
  - Mutual accountability & responsiveness at frontline
  - Partnership in the identification and troubleshooting of operational issues
  - Client-centred care: experience and outcomes

# Next Steps

- Utilization - sustainability
  - New F15/16 clinic utilization target – 30%
- CCAC brand recognition
  - Branding, marketing to clients, physicians, others
- Service standards, provider performance and CCEE
- Leverage “clinic congregate service delivery” concept
  - Explore other clinic service opportunities
  - Co-locate with other health care providers
  - Packaging of other community services under single access point



*Champlain*

**CCAC** **CASC**

Community  
Care Access  
Centre

Centre d'accès  
aux soins  
communautaires  
*de Champlain*

*Bayshore*  
Home Health

# Questions?