

# Report from Home Support Department

*Submitted by Diana Hill, Home Support Director*

Upon successful award of a continuing contract with Vancouver Coastal Health Authority as one of five providers in Home Support, GVCSS was given 9 months within which to prepare ourselves to be evaluated on specific performance metrics which affects our funding on a quarterly basis. These 9 months ended on September 30th, 2006. From this point forward, our results on certain performance indicators were used to calculate our funding.

The performance metrics upon which we are being evaluated are as follows:

Competency	ensuring that we are sending workers competent in the provision of care for clients who are Palliative or suffer from Dementia
PAG Referrals	a measure of how many of the nursing tasks we were offered, and the percentage we accepted
Client Continuity	a measure of the number of clients with the same Community Health Worker(s) in a three month period
Cluster Care	a measure of the percent of clients being served in a cluster in our primary health areas: North, Evergreen and Ravensong
Well Being	a work satisfaction measure of field and inside staff illness and field staff injury hours
Client/Clinician Satisfaction	results of surveys completed by clients and clinicians (Case Managers and Home Care Nurses at the Health Authority) on their satisfaction with the service we provide

GVCSS's initial challenge was to meet the monthly reported metric for competency matching which created the need to do extensive training in Palliative and Dementia Care. Our nurses and 2 Home Support Supervisors developed and executed their trainings throughout the fall of 2006 resulting in 95% of staff being trained in Dementia and approximately 120 workers being trained to provide care for clients at end of life. Supervisors schedule workers according to the training to ensure we are able to exceed the necessary targets for this metric. We have consistently scored well above the expected 90% targets for these two indicators.

GVCSS has always had a good reputation in the community and with our partners at the health units and has consistently accepted all referrals with or without PAG's (personal assistance guidelines) attached. This has resulted in 100% compliance across all reports submitted to date.

Similarly, due to our "can do" attitude, our results on the client and clinician satisfaction surveys (above 90% for three consecutive quarters on both measures) have resulted in above average response rates and satisfaction rates compared to our competitors. The comments from both clinicians and clients are appreciated and shared among the Home Support Supervisor group to encourage them to continue on providing a high level of customer service for our clients and partners.

GVCSS currently has 8 block-funded clusters, 3 of which were added in Spring 2007. In our primary areas, GVCSS has 26% of our clients clustered and we are looking to further increase this number by 4-10% into 2008. There is currently potential for 5 more clusters but we are in the very preliminary stages of setting these up. Although the current target for # clients clustered is only 22%, the health authority ultimately wants us to have 30-40% of our clients receiving service in a cluster model.

Measuring client continuity has been our biggest challenge over the last 6 months as our computer system requires specialized reporting methods. We have still been able to achieve and exceed targets despite this and will have more sophisticated reporting capabilities by Fall 2007.

For three consecutive quarters upon which our performance has been measured, we have been able to exceed expectations on all measures set by the health authority and achieved maximum funding for our efforts. It has been a lot of work to situate ourselves in this position but I am confident that we will be able to consistently achieve these results as we continue in this contract period.

As we move forward into the second half of the fiscal year, the Home Support Department has plans to develop and implement specialized training for the provision of care for Mental Health clients. This client population has been increasing over time due to our reputation in the mental health community and our partners at Mental Health Residential Services. I believe that competency matching in Mental Health will be the next indicator to be included as a performance measure and so we expect this training to be completed in Fall 2007.

In an effort to maximize efficiencies, Home Support, with the assistance of Human Resources, conducted a thorough analysis of the role of Home Support Supervisors. Job evaluations were conducted, statistics and records were compiled and performance reviews were completed between June and July 2007. This information provided us with some clarity and we have made a decision to restructure the department in an effort to enable the Supervisors to focus on three main job responsibilities: scheduling, client visits and employee evaluations. This will ultimately improve our quality of care and service for our clients. In addition, a new performance management program for the Supervisors will be developed in September 2007 to measure objective performance data that

is directly related to the metrics on which the agency performance is based. We will in turn develop and implement a new performance management plan for the workers who will also be measured on those metrics they can affect on the front lines as they provide service to our clients. This implementation and restructuring will take effect on October 1, 2007.

Our hours of service remain fairly consistent at approximately 30,000 hours per month with an average of 1,300 clients. Our specialized mental health team is growing. We were recently designated as the sole provider in a newly erected building without it going to tender and we have been asked to take over services currently being provided by another agency in a building in a high risk area with very complex clients due to our ability to put safety measures for our workers in place and deal appropriately with these clients.

We continue to be known for our specialized palliative care team and Chinese speaking team, obtaining referrals across the city which includes areas outside of our primary designated areas. Going forward, there are some preliminary discussions occurring with the objective of developing further innovative service models. These discussions are still in the very early stages and I hope to have more to report to you next year on this matter.

Overall, Home Support has had a very successful year. As one of the largest non-profit agencies contracted by Vancouver Coastal Health Authority we cover the largest geographic area in Vancouver and hope to continue to grow this area with a focus on excellence in customer service and quality of care.

