



Closing*the*Gap® Healthcare



Annual Report 2023

A message from the CEO



2022 was an exciting year for the Closing the Gap Healthcare Team in many ways. As we started to see the light at the end of the COVID-19 Pandemic tunnel this inspired us to provide more exceptional care in a changing healthcare landscape.

Whilst the pandemic was a difficult and tragic time for

many, it was also a time for health and social care systems around the world to reflect on how more could be done to address the many unmet needs of vulnerable populations. The result was an openness to change at a scale and pace that we have not experienced for some time. I would like to think that this has laid the foundation for more rational healthcare reform focused on providing holistic care to the population in continued times of resource scarcity.

An ageing population and increased disease burden, exacerbated by pandemic realities has resulted in increased demand for care in the community. A clear message has been sent that the majority of people would prefer to receive care and support at home rather than in hospitals or long-term care facilities and this has resulted in innovation aimed at providing this care in new ways to address changing needs. We have seen a year in which new technologies have been embraced to optimise the utilization of scarce health professionals and care workers – the team at CTG has continued to provide virtual care services in a balanced combination with hands-on care to ensure clients received the care needed. We have also continued to focus on increasing the size of our multidisciplinary team to provide more access to care for our clients of all ages.

Along with this, there were many other achievements, including:

- The successful training and graduation of 99 Home Support Workers, funded by the Ministry of Labour, Training & Skills Development. This has been a valuable addition of care capacity to the healthcare system.
- Implementation of new models of care in a number of settings, including hospital to home transitions.
- Implementation of the first non-hospital based Remdesivir infusion clinic in Ontario for eligible COVID-19 patients.
- Contracts to provide rehabilitation services in transitional care units.
- Expansion of the geographies in which we provide personal support services.
- Focused leadership development to equip our leadership team with the knowledge and expertise to optimize care delivery through our team of frontline providers.
- The development of an enhanced Quality Scorecard as an important monitoring and evaluation tool as well as a means to provide reports to all stakeholders.

While it is gratifying to look back on the achievements of the year, it is critical to mention that none of this would have been possible without the dedication and commitment of every person who works at Closing the Gap Healthcare. We are a **Team Made for Caring** and have demonstrated this not only by the care delivered to our clients and their families but also through the caring and supportive way we have worked together during the year. I would like to extend my sincere appreciation to the entire team, to our funders and to the clients and families we have had the privilege to serve.



Leighton McDonald

President & CEO, Closing the Gap Healthcare

Message from Siobhan Cavanaugh, Co-Chair, Client & Family Advisory Council



In 2022, Closing the Gap (CTG) continued its leadership role in providing healthcare services in the home, and engaging in key pilot programs to demonstrate the successful implementation of its services in support of patients transitioning from hospital to home. The leadership team continues to demonstrate its commitment to innovation through implementation of virtual care programs to residents living in rural areas and new, innovative certification programs to expand the availability of nursing for home and community care. Importantly, CTG continued its key role as an important resource in the policy and legislative development processes of provincial ministries of health and long-term care.

I was honored to continue my role as Co-Chair of the Client and Family Advisory Council (CFAC) in 2022. The CFAC provides consumer insights and feedback to the CTG leadership team on a range of issues, processes, resource and educational materials, to improve client services. In 2022, we provided feedback on the strategic planning process to CTG's governance team, in particular around its three strategic pillars:

1. Care That Matters
2. United & Engaged Teams
3. Partnering with Purpose.

We also provided input into materials to improve client and worker safety in the home.

It has been my pleasure to lead this group of extraordinary and dedicated health system professionals committed to their mission of providing **Care That Matters**.

Siobhan Cavanaugh

Our Strategic Pillars



Care that Matters

Deliver a high-quality experience that is safe and meaningful to clients, caregivers, and providers.



United & Engaged Teams

Support and develop high functioning and flexible teams.



Partnering with Purpose

Advance the delivery of integrated care in the community.

CTG collects data on many elements of our work including from regular staff satisfaction surveys, staff safety practices, and on the care we deliver. We are proud to present on this page a snapshot of our organisational achievements against our strategic plan which encapsulates some of the impacts we have made with our work over the past year.



Care That Matters



- Increased physiotherapy and social work capacity by 9% across province of Ontario to service thousands of more clients in the community.
- Increased PSW acceptance rate by 26% which resulted in more clients being able to receive PSW hours in the community.
- Increased Nursing acceptance rate by 5% which resulted in more clients being able to receive nursing hours in the community.
- March Break Speech Camp, led by our pediatric school-based rehabilitation team, helped 25 children practice their sounds and fluency strategies with peers.

United & Engaged Teams



- HSW Program:
 - 99 HSW graduates between October 2022 and March 2023.
 - HSWs provided over 15,000 hours of direct care from October 2022 to March 2023
- CTG Team Member Engagement Survey:
 - Over 90% believe their work makes a difference.
 - Over 85% are proud to be part of the CTG **Team Made for Caring**.
 - Over 80% are confident their leaders will take action if there is a workplace violence or harassment event.
- I.D.E.A. Committee collaborated and sent out 18 awareness emails to all staff to educate our teams on various inclusion, diversity, equity and anti-racism topics.

Partnering with Purpose



- Guelph Geo-Alignment project resulted in 66% of clients responding that this change has had a positive impact on their care experience.
- Education training funded by the Ministry of Health provided 38 PSWs with additional professional development courses.
- CTG's Unregulated Providers Professional Learning Series engaged and enhanced the skills and training of 98 team members across different disciplines.
- Hospital to Home program in collaboration with Muskoka Algonquin Healthcare helped 10 patients transition home and out of hospital during 2022-2023 and will continue into the next fiscal year.

Pillar One

Deliver a high-quality experience that is safe and meaningful to clients, caregivers, and providers.

Care That Matters

EDUCATION TRAINING:

In fiscal year 2022-23, CTG proudly upheld its commitment to the growth and professional development of its dedicated team members. This year we saw a collaborative effort to provide educational opportunities for unregulated healthcare providers, nurses, care team coordinators, and leaders. These initiatives included Quality Tool refreshers, equipping client service leaders and local quality champions with streamlined tools for chart auditing, IPAC Monitoring, and Caring Connection Calls blitz. CTG's Unregulated Providers Professional Learning Series engaged over 60 participants in workshops focusing on Supporting Clients with Diabetes, Supporting Clients Who Had a Stroke, and Bridging the Trust Gap by Establishing Rapport with Clients with Mental Health Needs. We also partnered with the Canadian Home Care Association which enabled over 30 therapists, PSWs, Care Team Coordinators (CTCs), and leaders to develop Emotional Intelligence skills to address challenges faced by caregivers.

CTG also continued its commitment to Inclusion, Diversity, Equity, and Anti-Discrimination training with an individual learning module and a team-based learning exercise focusing on the history of colonialism, the impact of intergenerational trauma on Indigenous communities, and the delivery of culturally competent care. We invested in nursing clinical education with the creation of new learning content and labs to enhance nurses' skills in wound care management, vascular access, medication safety and reconciliation, and health assessment and documentation. CTG also provided ethics refresher training for CTCs, emphasizing CTG's code of ethics and the IDEAS decision-making framework through practical scenarios.



Pillar One

Deliver a high-quality experience that is safe and meaningful to clients, caregivers, and providers.



HOME SUPPORT WORKER PROGRAM:

With funding from the Ministry of Health in Ontario, the Home Support Worker (HSW) program ran from April 2022 to March 31, 2023, with training beginning on September 12, 2022 when we welcomed our first cohort of 22 students. This intensive eight-week program combined four weeks of classroom learning with an additional four weeks of practical training alongside experienced PSWs. Upon completion, these students were fully equipped to begin their fulfilling careers. Behind the scenes, our dedicated internal team facilitated a seamless transition for these students and prepared the entire organization to welcome them.

The program's success is evident in the addition of 99 highly skilled HSWs to our **Team Made for Caring** who have collectively delivered over 15,000 hours of care between October and March. Testimonials from our 2022-23 HSW program graduates highlight the profound impact of our commitment to education and support.

"My team is always very open to feedback and to helping me. My preceptor is my really good friend now! My placement was a great learning time; they made me feel ready to be on my own and were patient in my process. I would recommend this to any friend and family!"

– Anonymous student

"A good step to get into the healthcare field. I enjoyed the program because I worked with other people. My experience was very positive."

– Anonymous student



Pillar Two

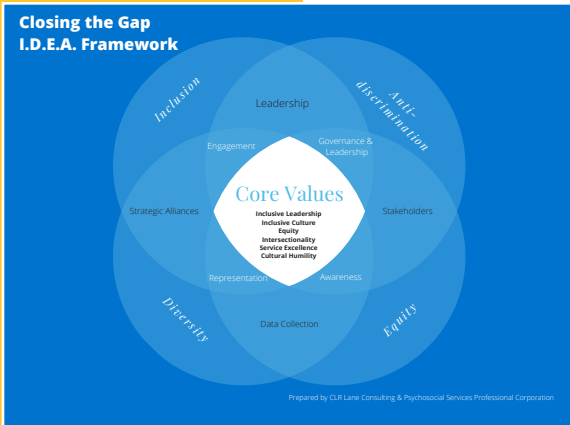
Support and develop high functioning and flexible teams.

United & Engaged Teams

OUR COMMITMENT TO INCLUSION, DIVERSITY, EQUITY AND ANTI-DISCRIMINATION: ACTION PLAN

Year One of our I.D.E.A. Action Plan marked significant progress in line with the I.D.E.A. Committee's guidance, as we focused on several key areas which will continue to be our priorities through 2025, with annual milestone updates. In terms of Governance and Leadership, we initiated a comprehensive survey among all leaders to assess the current state of diversity, equity, and inclusion (DEI) activities at regional and corporate levels. The I.D.E.A. Committee analyzed the survey findings, establishing a baseline for DEI understanding and engagement across our organization.

In our commitment to Building Awareness and Capacity, we developed a three-year learning pathway complete with goals, actions, and an evaluation model. We successfully implemented Year One of this pathway and will learn from that experience as we implement Year Two. Additionally, we utilized frequent internal communications as a tool to raise awareness and understanding of DEI across all functions within our organization. In the realm of engagement and connectedness, we've equipped our managers with tools to facilitate ongoing discussions on equity-related concepts within their teams to continue these important conversations.



TEAM MEMBER ENGAGEMENT SURVEY

At the end of the 2022-2023 fiscal year, CTG sent out a Team Member Engagement Survey that received an impressive 95% participation rate across all team members of the organization. The primary purpose of this engagement survey was to foster a deeper connection with our valued team members and, most importantly, to identify areas for improvement while celebrating our collective successes. The feedback received has been instrumental in helping us pinpoint areas for growth and reinforcing our commitment to cultivating a positive and engaging work environment.

The survey's success is a testament to the commitment and dedication of everyone involved in shaping our workplace. The insights captured from this survey highlight the positive sentiments within our team regarding their connection to CTG and their roles. Over 90% believe their work makes a meaningful difference, while more than 85% feel that their skills and abilities are effectively utilized. More than 85% express pride in being part of the CTG **Team Made for Caring**. Additionally, more than 80% reported strong support from their local leaders, with a similar percentage having confidence in their leaders' ability to respond appropriately to workplace issues.

Following the survey, our leadership team came together to analyze the results and develop local and organizational action plans based on your valuable suggestions. We remain steadfast in our commitment to supporting the personal and professional growth of all individuals within our organization. Together, we will continue to shape a workplace that reflects our collective dedication and fosters a culture of excellence and fulfillment.

Pillar *Three*

Advance the delivery of integrated care in the community.

Partnering with Purpose

MUSKOKA HOSPITAL TO HOME PROGRAM TAKES OFF

CTG launched its first Hospital to Home program, in collaboration with Muskoka Algonquin Healthcare, in January 2023. Tailored to meet the unique needs of patients requiring a more supportive transition than traditional discharge pathways offer, this program aims to facilitate a seamless shift from the hospital to the comfort of their own homes while promoting independence.

The Hospital to Home program begins with intensive support during the crucial initial days following the return home, gradually transitioning towards empowering clients to regain independence and reduce the risk of hospital readmission. From January to March 2023, CTG has provided assistance to 10 clients through this program, and this will continue to run into the following fiscal year. The introduction of at-home programs has proven to be a substantial asset for patients. An evaluation conducted by Ontario Health revealed an impressive 50% reduction in the average number of alternate level of care (ALC) days per discharge to home care, following the implementation of Hospital to Home programs across the province. CTG remains steadfast in actively participating in such emerging initiatives and continues to prioritize the achievement of the best possible outcomes for patients under our care.

BRINGING JOY THROUGH SANTA FOR SENIORS – HALIFAX

Our Halifax team has been actively engaged with the Santa for Seniors initiative for several years. This remarkable program provides essential support to members of our community who are in need of supplies such as food, hygiene products, and healthcare aides. Beyond meeting these material needs, Santa for Seniors also spreads a little joy and comfort to seniors and those who could use a pick-me-up.

This past fiscal year, the Halifax team was proud to partner with Santa for Seniors for another year during the Christmas and Easter Holidays. We collaborated with Santa for Seniors by providing a list of names of clients who would benefit from these heartwarming gift baskets (with the clients' permission, of course). Our dedicated staff played a pivotal role in this process, nominating clients they encounter or identify as in need of support and companionship.

Our caring Community Care Aide (CCA) team then takes charge of delivering these baskets to our clients. The smiles that light up their faces upon receiving these thoughtful gifts speak volumes about the impact of this program. It's heartwarming to hear the gratitude expressed through voicemails and see the precious smiles captured in photos. We would also like to extend special recognition to Pam MacDow CSS, whose dedication and leadership have played a pivotal role in initiating and sustaining the success of our involvement in the Santa for Seniors program.



Closing the Gap Locations

Campbellford

Grey Bruce - Owen Sound

Halifax

Lindsay

Mississauga - Matheson

Muskoka - Huntsville

Shelburne

Toronto

Elgin - St. Thomas

Guelph

Mississauga - Lakeshore

Orangeville

Simcoe - Barrie

Timiskaming

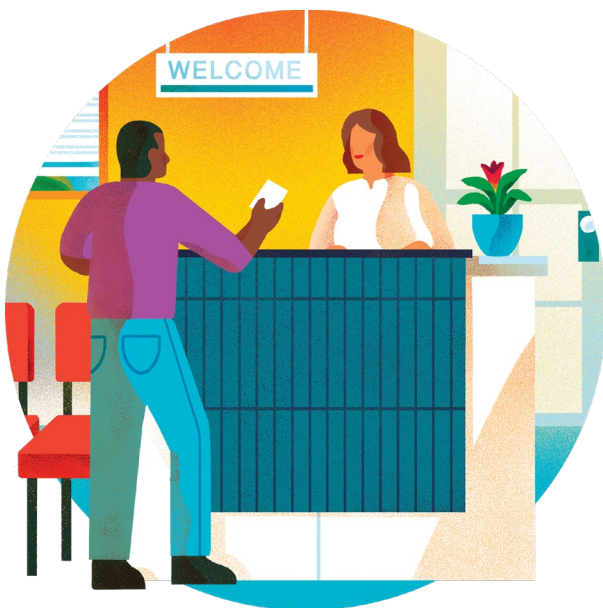
Toronto - Danforth

Toronto - Sherbourne



ACCREDITATION
CANADA

Questions? Get in touch *Closing the Gap® Healthcare: info@closingthegap.ca • T 905.306.0202*



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