

OHCA 2011 Balanced Scorecard Report to the Community

Ontario Home Care Association members have demonstrated the following compliance levels to OHCA Standards:

- ◆ Customer Perspective: Substantial Compliance
- ◆ Internal Business Perspective: Substantial Compliance
- ◆ Learning and Growth Perspective: Substantial - Partial Compliance
- ◆ Financial Perspective: Substantial Compliance

Interpretation of Results

The 2011 Balanced Scorecard results indicate once again that OHCA members are committed to quality, service, accountability and continuous quality improvement in their service delivery and practice. As part of the annual membership renewal, all OHCA members are required to complete the OHCA Quality Template which is derived from the OHCA Standards for Home Care. The OHCA Standards were developed to provide members with indicators to assist in assessing their level of performance and identify opportunities for improvement. Overall, members reported a substantial compliance rate with Customer Perspective standards (95%) which is consistent with the mission, vision and values of the OHCA. This standard ensures that there are continuous, proactive and systematic processes in place to understand, manage and communicate quality from a broad perspective to achieve client-focused goals. The standards ensure that members demonstrate evidence supporting improvement activities in response to feedback and externally audited processes. OHCA members have substantially increased their commitment to formal processes for ensuring client satisfaction, partnering with clients and quickly resolving client concerns. In addition, members report the use of client Rights and Responsibility processes and procedures, including client compliments and complaints and clear privacy provisions. OHCA members demonstrate an on-going continuous quality improvement processes with Internal Business Perspective (95%) and Financial Perspective (95%) ensuring comprehensive policies and procedures for the areas of human resources, operations, financial management, information technology, risk management, quality management, health and safety as well as clinical policies and procedures and all relevant legislation.

The Learning and Growth Perspective indicates continued improvement (86%) and the on-going need for support by Association-led educational opportunities and notice through the OHCA website. This includes the further utilization and understanding of current published research, the greater opportunity to participate actively in publicly funded research opportunities and increased access to new professional development and training initiatives for staff. Many organizations report the creation of formal staff learning plans. Many OHCA members have long-standing formal agreements with colleges and universities for opportunities for learners and conduct student placements and would welcome the opportunity and support to provide more access. In addition, members support the annual OHCA Research and Symposium which profiles current home care research and research opportunities.

Action

Over the past year the OHCA Board has supported its members quest for quality in service, operations and learning in the following ways:

- The OHCA has continued its support for the work of the Ontario Home Care Research and Knowledge Exchange Chair.
- The OHCA profiled and presented the results of an economic modelling study in cooperation with the Change Foundation and the Boston Consulting Group.
- The OHCA has supported research with the Change Foundation related to the perceived integration of care by front-line staff.
- The OHCA has been a stakeholder in the creation of home care indicators with the Ontario Health Quality Council which will be publicly reported in 2013.
- The OHCA has partnered with the OACCAC in creating surveys to measure service provider satisfaction with CCAC service and the experience of clients and caregivers.
- The OHCA has profiled research and has publicly demonstrated support for the research community through the organization of an annual OHCA Research Forum and Symposium giving home care researchers and providers a unique one-day opportunity to share and expand their knowledge.
- The OHCA has finalized the adoption of external accreditation processes available to membership and resulting in more choice of accreditation products that are relevant and value-added to the home care service provider in Ontario.
- The OHCA scans health journal and publications and includes relevant home care research in Board meeting discussions. The OHCA circulates relevant research information to OHCA Regular members through the OHCA website (www.homecareontario.ca) and the Executive Directors report.
- The OHCA has used expanded technology to refresh the OHCA website and now offers RSS feeds, social networking through Twitter and live webinars by the Executive Director in 2010/11. During the live presentation, new members are notified of new research that has been posted on the website for their review. The OHCA has issued a report on School Health Support Services, Rural and Northern Health care Framework and Rehabilitation in Home Care with the assistance of InfoRehab researchers.
- The OHCA has refreshed the on-line nursing educational resource for all home care nurses in Ontario to support professional development and training for staff.
- The OHCA has partnered with the Ontario Community Support Association (OCSA) to create the OHCA/OCSA Nursing Practice Council which will support clinical issues related to the delivery of home care nursing in Ontario.
- The OHCA has participated in the stakeholder discussions related to the creation of the PSW Registry in Ontario.

OHCA Board of Directors – August 2011

Ontario Home Care Association Profile

The OHCA, *the voice of home care in Ontario*, is a membership association representing providers of quality home care services from across Ontario. OHCA members represent an estimated 25,000 staff collectively serving 300,000 Ontarians per year. OHCA works with families as integral partners in the delivery of home care services and as such estimates that 1.2 million Ontarians are impacted by members. OHCA is dedicated to promoting the growth and development of the home and community health care sector by helping to shape health care policy, supporting members to excel, and being a leading source of information on home and community care. OHCA members are accredited through Accreditation Canada, CARF, and/or registered with the International Standards Association (ISO).

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Balanced Scorecard Methodology

OHCA members adhere to the Association “Standards for Home Health Care Service Agencies” and, on a yearly basis, complete the OHCA Quality Template that establishes a self-evaluated level of compliance with OHCA Standards.¹

As an integral part of the Association’s accountability mechanism, the OHCA Quality Template is modeled on the balanced scorecard format and measures four organizational perspectives (customers, learning and growth, internal business, financial management).²

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- 1 Reflective self-assessment and evaluation is an accepted form of measurement by professional colleges (e.g. College of Nurses) and organizations as a way of encouraging life-long learning and continuous quality improvement processes. Accepted practice in organizational reviews of quality measurement processes (e.g. ISO 9000) begins with objective self-reviews followed by periodic assessments against standards.
- 2 Methodology: In this report of the OHCA Balanced Scorecard, the Association has accumulated data on regular members through a voluntary survey and collated all responses in order to arrive at the total percentage response for Association members. Members were asked to evaluate their organization’s compliance to OHCA standards based on the following categories of responses: Substantial, Partial, Minimal, Non-Compliant and Not Applicable.