

Patients First

A Roadmap to Strengthen Home and Community Care



2 0 1 5

**Ministry of Health
and Long-Term Care**
Office of the Minister
10th Floor, Hepburn Block
80 Grosvenor Street
Toronto ON M7A 2C4
Tel. 416 327-4300
Fax 416 326-1571
www.ontario.ca/health

**Ministère de la Santé
et des Soins de longue durée**
Bureau du ministre
Édifice Hepburn, 10^e étage
80, rue Grosvenor
Toronto ON M7A 2C4
Tél. 416 327-4300
Télééc. 416 326-1571
www.ontario.ca/sante



Message from the Minister of Health and Long-Term Care

As our population ages, home and community care is becoming especially important. Ontarians want and deserve a health care system that helps them live independently at home – where we know they want to be.

Strengthening home and community care is a hallmark of our government's efforts to transform health care. It is a fundamental part of our Patients First: Action Plan for Health Care. Our 2015 Budget proposed continued funding increases for the sector over the next three years.

Our plan to transform home and community care in Ontario is bold. Our timelines are clear. We will introduce greater consistency in care, a better understanding of the services available, more support for caregivers and, ultimately, better access to the right care for those who need it most.

Patients First: A Roadmap to Strengthen Home and Community Care is the first phase of our plan to remake the home and community care sector. It outlines the steps we are taking to improve the care our loved ones receive. It is informed by the work of the ministry's expert group on home and community care, led by Gail Donner, and its report, *Bringing Care Home*.

Like the expert group's report, the first phase of our plan is focused on the experience of those receiving care at home or in the community. This phase is not about changes to the foundation of the system. This is intentional; we believe that clients and caregivers are our first priority. Changes to the system's structure and governance will follow in a natural progression, as necessary.

This roadmap outlines the path we will follow for each of the next three years as we transform the home and community care sector. It includes new programs we intend to create and the results we will achieve on behalf of Ontarians.



This is a journey we cannot take alone. We look forward to continuing to consult widely with our partners in the home and community care sector as well as with those receiving care, their caregivers and advocates. Together, we will improve the care we provide to our loved ones at home and in the community because that's what it means to put Patients First.

Dr. Eric Hoskins
Minister of Health and Long-Term Care

May 2015

Goals for Strengthening Home and Community Care

Put Clients and Caregivers First

The planning and delivery of home and community care is client and caregiver-centred. Everyone who has needs that can be reasonably met in the home or community will receive support to do so.

Improve Client and Caregiver Experience

Clients and caregivers understand the support they can expect and they experience a timely, responsive system. Service delivery information is publicly available and easily accessible.

Drive Greater Quality, Consistency and Transparency

Clients receive consistent, high quality care throughout the province. Care is informed by experts and evidence. Home and community care programs use standardized tools and supports to strengthen the quality of services and programs delivered.

Plan for and Expand Capacity

Investments focus on increasing capacity and improving performance in the home and community care system.

Modernize Delivery

Updated funding models, consistent assessment approaches, flexible contracting, workforce stabilization and improved technology are used throughout the sector.



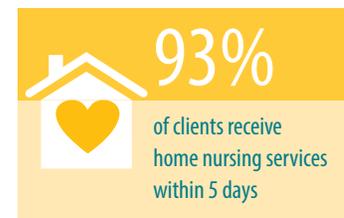
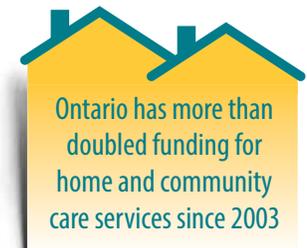
A Roadmap to Better Home and Community Care

Ontario needs a health care system that delivers quality care, closer to home. Patients First: A Roadmap to Strengthen Home and Community Care is the first phase in our plan to transform the way we deliver care at home and in the community.

Building on Our Success

Since 2003, the Ontario government has more than doubled funding for home care services:

- Today, 93 per cent of eligible home care patients receive their first nursing visit within five days of being approved and 84 per cent of home care patients with complex needs receive a visit from a personal support worker (PSW) within the five-day target.
- The province is providing 6.5 million nursing visits and 27 million hours of personal support and homemaking services to more than 600,000 clients per year.
- About 1.46 million people, mostly seniors, receive community support services such as meals, transportation and caregiver support.



Putting Patients First

Our government's Patients First: Action Plan for Health Care exemplifies our commitment to putting the needs of people and patients at the centre of our health care system. One of its four pillars is to deliver better coordinated and integrated care in the community, closer to home. This plan builds on that commitment. It is our roadmap to strengthen home and community care.

We know that care at home and in the community often goes well beyond the person who needs care. There is often a circle of family, friends and neighbours involved. The expert group on home and community care highlighted the greater need for client and family-centred care, and this advice has guided the direction of our plan. Over the next three years, our government will work to ensure that our system truly puts the needs of clients and caregivers at its centre.

This plan includes 10 steps toward higher quality, more consistent and better integrated home and community care. It lays out clear timelines to achieve these goals over the next three years.

At each step, our government is committed to consulting with clients, their advocates and caregivers, as well as with providers and leaders in the home and community care sector to ensure that all voices are heard.

Ten Steps to Strengthen Home and Community Care

1. Develop a Statement of Home and Community Care Values

Over the next year, we will consult broadly with clients, their advocates and caregivers, and with our partners in the home and community care sector including providers, agencies and sector leaders. Together, we will develop a statement of our shared values to guide our transformation of home and community care, with the needs of clients and their caregivers at the centre.

Timeline for Implementation

2015

Consult with clients, caregivers and providers to develop a statement of home and community care values that puts the experience of clients and their caregivers at its centre.

2016

Finalize and publish the statement of home and community care values for use throughout the sector and in policy development.

2. Create a Levels of Care Framework

We know that we must provide greater consistency in the services that are provided as well as greater transparency in how the needs of individuals are assessed. This will require a bold reshaping of how services are delivered.

Working closely with our partners, clients and caregivers, we propose to create a Levels of Care Framework to ensure services and assessments are consistent across the province. The framework will be an easily accessible way for the public to understand the level of care they can expect. This would represent a significant system-wide improvement, addressing service and information gaps, two of the most commonly heard concerns when it comes to the system of home and community care.



Timeline for Implementation

2015

Launch provincewide consultations with clients, caregivers, health service providers and other stakeholders to develop a Levels of Care Framework.

2016

Pilot Levels of Care in select communities across the province. As part of these pilots, we will create an online resource outlining levels of care to answer the question “what can I expect for my loved one?”

2017

Explore the implementation of Levels of Care provincewide, including support tools for providers and increased public awareness.

3. Increase Funding for Home and Community Care

Spending on home and community care will increase by **\$750 million** over the next 3 years

Our government has made it a priority to improve home and community care. In the 2015 Budget, our government announced that we are proposing to extend our commitment to increase funding for home and community care by five per cent each year, investing an additional \$750 million across the province over the next three years.

Timeline for Implementation

2015-2018

Proposed increase to funding for home and community care by five per cent annually, an increase of \$750 million over three years.

4. Move Forward with Bundled Care

We know that strengthening home and community care requires better integration of the health care services that patients receive. All health care providers must work together.

To help achieve more seamless care, our government is moving forward with a bundled care approach, in which a group of providers will be given a single payment to cover all the care needs of an individual patient. Building on strong local examples, we will develop a plan to roll out this approach across the province.





2015

Beginning in 2014-15, increase the hourly wage of publicly funded PSWs providing personal support services in home and community care over three years.

Consult with clients, caregivers and providers to develop a statement of home and community care values that puts the experience of clients and their caregivers at its centre.

Launch province-wide consultations with clients, caregivers, health service providers and other stakeholders to develop a levels of care framework.



2016

Increase the minimum wage for publicly funded PSWs providing personal support services in home and community care to \$16.50/hour by April 1, 2016.

Finalize and publish the statement of home and community care values for use throughout the sector and in policy development.

Develop a one-stop online resource for information and resources available to caregivers.

Pilot levels of care in select communities across the province. As part of these pilots, we will create an online resource outlining levels of care to answer the question "what can I expect for my loved one?"



2017

2015-2018

Proposed increase to funding for home and community care by five per cent annually, an increase of \$750 million over three years.



Explore the implementation of levels of care provincially, including support tools for providers and increased public awareness.

Patients First

A Roadmap to Strengthen Home and Community Care



Consult with clients, caregivers and the home and community care sector to develop a comprehensive capacity plan.

Request that health care providers test innovative approaches to bundled care in their local communities to improve coordination between hospital and home care.

Begin self-directed funding pilot projects.

Post a draft regulatory proposal to increase nursing service maximums for public consultation.

Consult with Ontarians and stakeholders on a plan for palliative and end-of-life care.

Invest in more training and education programs for caregivers.

Select a first wave of health care providers to test bundled care models in 2015.



Review the early results of the first wave of bundled care projects and develop a plan for broader implementation provincewide.

Enable caregivers to work with providers to identify their needs and the needs of their loved ones so that services and supports can be provided where needed.

New regulations to increase nursing service maximums would come into effect, subject to the necessary regulatory approvals.

Implement a comprehensive program to improve access to and equity in palliative and end-of-life care at home and in the community.



Announce a capacity plan that includes target capacity in communities across the province as well as standards for access and client experience.

Explore the implementation of self-directed funding across the province.





Timeline for Implementation

2015

Request that health care providers test innovative approaches to bundled care in their local communities to improve coordination between hospital and home care.

2016

Review the early results of the first wave of projects and develop a plan for broader implementation provincewide.

5. Offer Self-Directed Care

Putting patients first means giving clients and caregivers greater say in choosing a provider and how that provider delivers services. Over the next two years, we will begin to offer a self-directed care option, in which clients and their caregivers are given funds to hire their own provider or purchase services from a provider of their choice.

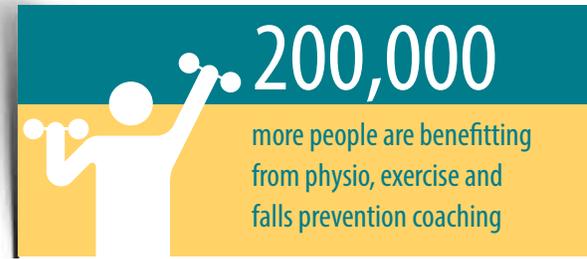
Timeline for Implementation

2015

Begin self-directed funding pilot projects.

2017

Explore the implementation of self-directed funding across the province.



6. Expand Caregiver Supports

Caregivers, who may include family, friends and neighbours, are critical in the journey of individuals receiving care at home or in the community.

To better recognize caregivers' important role and to empower both caregivers and clients, we will introduce expanded caregiver supports. These supports will ensure caregivers have better resources to care for their loved ones and also to take care of themselves.

Timeline for Implementation

2015

Invest in more training and education programs for caregivers.

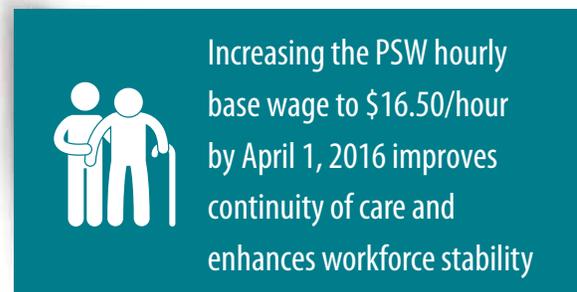
2016

Develop a one-stop online resource for information and resources available to caregivers. Enable caregivers to work with providers to identify their needs and the needs of their loved ones so that services and supports can be provided where needed.

7. Enhanced Support for Personal Support Workers

Clients need to know that they are receiving care from providers who are adequately trained and compensated and part of a stable workforce.

We intend to continue moving forward with our plan to enhance the wages of personal support workers and provide other supports to improve the stability of our PSW workforce.



Timeline for Implementation

2014-15

Increase the hourly wage of publicly funded PSWs providing personal support services in home and community care over three years.

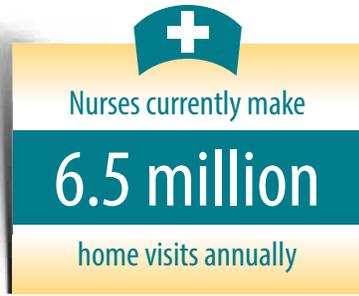
2016

Increase the minimum wage for these PSWs to \$16.50/hour by April 1, 2016.

In addition, we intend to:

- Develop measures to create more permanent and less casual employment for PSWs.
- Help new PSW graduates transition into practice in the home and community care sector.
- Provide opportunities to strengthen leadership across the profession.
- Further examine challenges affecting recruitment and retention, including how PSWs can become more involved in teams of health care professionals to better care for clients.





8. More Nursing Services

Nurses play a critical role in home and community care. To ensure clients have the services they need, we are proposing to increase the maximum number of nursing visits a patient can receive and allow Community Care Access Centres (CCACs) to exceed nursing service maximums in certain cases, subject to necessary regulation changes.

Clients who need these services most would be able to continue to receive them at home, rather than having to be admitted to a hospital or a long-term care home.

Timeline for Implementation

2015

Post a draft regulatory proposal to increase nursing service maximums for public consultation.

2016

New regulations to increase nursing service maximums would come into effect, subject to the necessary regulatory approvals.

9. Provide Greater Choice for Palliative and End-Of-Life Care

Many Ontarians want to stay in their homes as long as possible. Whether a patient wishes to receive end-of-life care at home or in a hospice, Ontarians deserve to choose the kind of care they want to receive.

As part of our plan, we will support greater patient choice for palliative and end-of-life care. We will expand access and equity in our system, establish clear oversight and accountability, and introduce new supports for caregivers. We will also support enhanced public education on the issue of advanced care planning so that families are aware of the wishes of their loved ones when it comes to palliative and end-of-life care.



Timeline for Implementation

2015

Consult with Ontarians and stakeholders on a plan for palliative and end-of-life care.

2016

Implement a comprehensive program to improve access to and equity in palliative and end-of-life care at home and in the community.

10. Develop a Capacity Plan

To ensure that high quality, timely and appropriate home and community care is available now and in the future, we need a rigorous capacity plan.

Over the next three years, we will develop a capacity plan that includes targets for local communities as well as standards for access to home and community care and for the quality of client experience across the province.

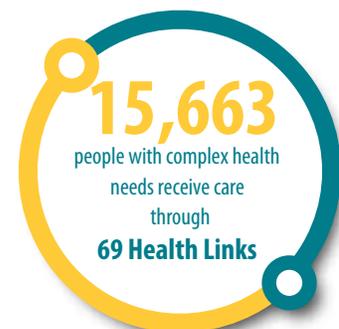
Timeline for Implementation

2015

Consult with clients, caregivers, and the home and community care sector to develop a comprehensive capacity plan.

2017

Announce a capacity plan that includes target capacity in communities across the province, as well as standards for access and client experience.

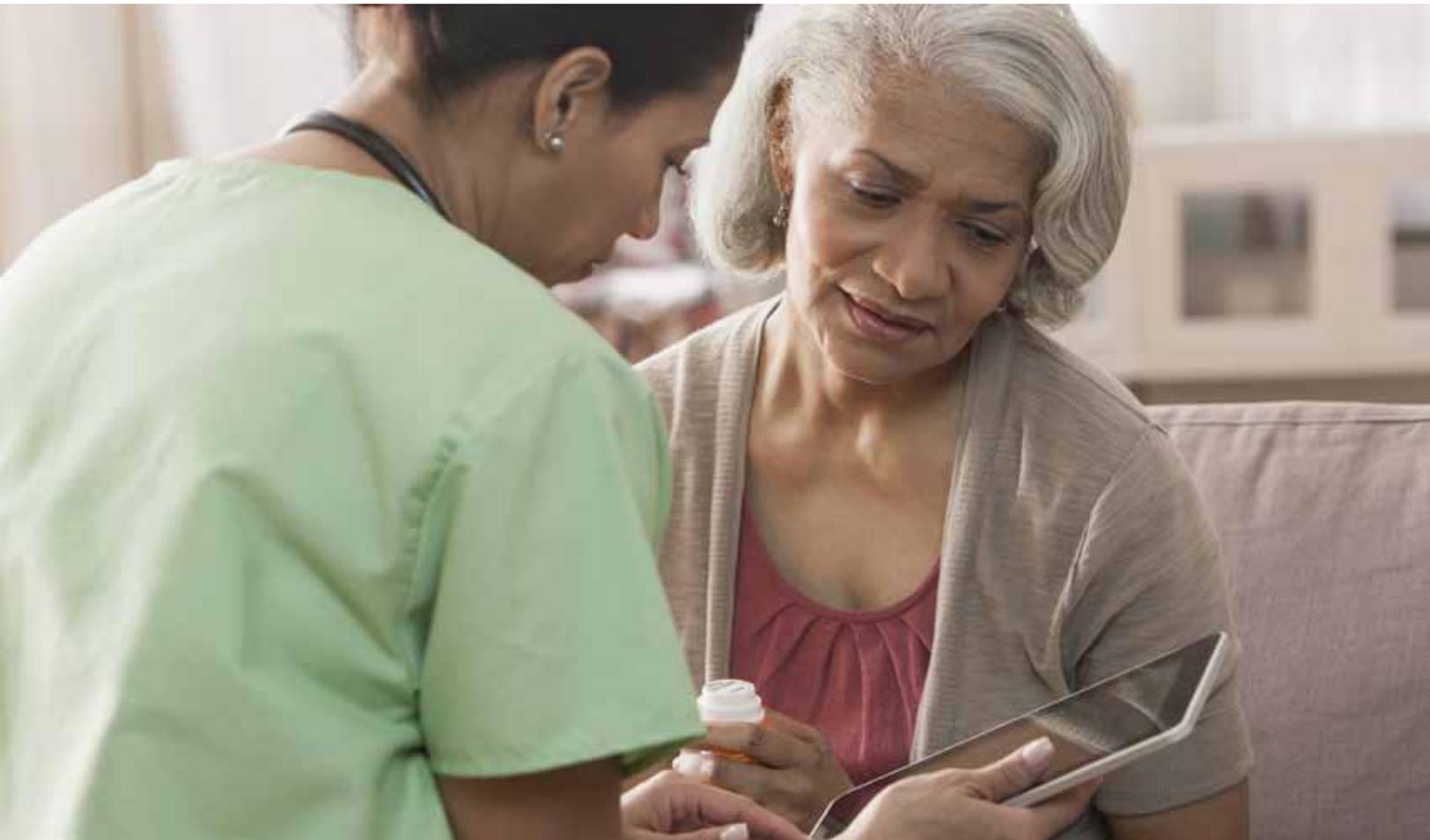


The Path Forward

The 10 initiatives outlined in this document are important steps toward transforming home and community care to ensure that clients and their families are at the centre of everything we do. This plan will result in better care, more consistent access to care across the province, greater integration among providers and an overall better experience for clients and their caregivers.

These initiatives represent only the first phase of our plan to strengthen home and community care in Ontario. We know that form must follow function. We must remain focused during this first phase of our plan on our shared goal of improving the client and caregiver experience. Our loved ones should know what to expect when receiving care at home or in the community. This functional change must come first, before changes to the structure of the system can be made.

As we proceed with our plan, we will continue to rely on the important contributions of our partners in the home and community care sector, as well as clients and their caregivers and advocates. Our government will build on our positive and collaborative relationships to ensure success. We look forward to continuing to work together to put patients first, and provide better care for all Ontarians and their families.



For more information visit
Ontario.ca/homecare