



Closing*theGap*® Healthcare



Annual Report 2022

A message from the CEO

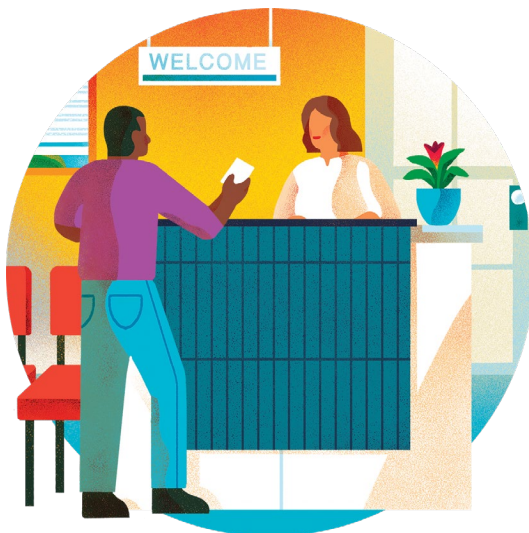


2021 was another milestone year for Closing the Gap Healthcare as we celebrated 30 years of providing high quality care to our clients across Ontario and Nova Scotia – and we did this while effectively navigating successive waves of the global COVID-19 pandemic. As I

write this, we are coming out of the sixth wave that has seen the spread of the most infectious variant of the coronavirus to date.

The year has not been without its challenges. These related largely to functioning as part of a healthcare system under pressure and involved dealing with a team of frontline providers diminished in size by demands in the acute care sector and Public Health Departments, as well as by absences from work for COVID related reasons. We also experienced fluctuating demand for our services because of ongoing school closures and the cancellation of non-urgent surgical procedures.

Challenging circumstances often provide an opportunity for strong teams to rise to the occasion and I can confidently say that the Closing the Gap Team shone consistently throughout the year. The dedication of the team along with the commitment to continue providing safe and compassionate care to clients at a time when they most need it was inspiring.



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

- Exceptional work by the Infection Prevention and Control Committee to ensure safe care for our frontline providers and their clients.
- COVID-19 vaccination rates of more than 99% across our entire team.
- Accredited with Exemplary Standing with Accreditation Canada for a third successive time.
- Focused work by our IDEA (Inclusion, Diversity, Equity & Anti-Racism) Committee to ensure a safe and supportive working environment for our diverse team.
- Thoughtful engagement of our Client & Family Advisory Council, providing client and caregiver perspectives to new initiatives and client communications.
- Significant improvements in employee engagement across the organization.
- Enhancement of our talent acquisition processes resulting in growth of our team and the provision of more care to our client populations.

With this foundation I am reassured that we are well positioned for another successful year that will see us renewing our strategic plan and continuing to focus on growth to meet our clients' care requirements.

I am extremely appreciative of the efforts of every member of our **Team Made for Caring** as well as for the support from all our stakeholders and funders that resulted in another memorable year.

A handwritten signature in black ink, appearing to read 'L McDonald'.

Leighton McDonald

President & CEO, Closing the Gap Healthcare

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



As was the case for so many in the health and social services sector, 2021 was a year of transformation for CTG as the team led with purpose, integrating new and changing policies and procedures brought on by the COVID-19 pandemic recovery.

This included integrating new provincial guidance on PPE, infection control, and being the first social service provider to mandate vaccines across its workforce. The leadership team embraced science, technology, and public policy to further their mission as a leading organization delivering high quality care and partnering with purpose.

I was honored to continue my own role as Co-Chair of the Client and Family Advisory Council (CFAC). The goal of CFAC is to provide input and feedback to the CTG leadership team on a range of policies and educational resources designed to improve the client and family experience and optimize outcomes. In 2021, this involved providing input on updates to internal policies and procedures, and the opportunity to participate in the Senior Governance Team's 2023-2025 strategic planning process.

The CFAC also had the opportunity to contribute to Accreditation Canada's annual accreditation review of CTG. As Co-Chair of the CFAC, I had the opportunity to join the leadership team and hear first-hand the team's engagement with the Accreditation Canada review of CTG's quality management, risk infrastructure, strategic planning process, resource management, capital budget and financing, and internal and external communications. Not surprisingly, the Accreditation team acknowledged numerous times in the review process its opinion on the exemplary performance of CTG in fulfilling its mission as a **Team Made for Caring**.

It is my pleasure to lead this group and continue supporting the CTG leadership team in its mission to improve the client and family experience optimizing healing and health outcomes.

Siobhan Cavanaugh

Our Strategic Pillars



Care That
Matters



United &
Engaged
Teams

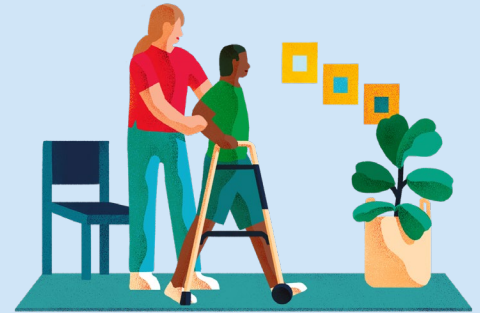


Partnering
with
Purpose

- 1. Care That Matters:** Deliver a high-quality experience that is safe and meaningful to clients, caregivers, and providers.
- 2. United & Engaged Teams:** Support and develop high functioning and flexible teams.
- 3. Partnering with Purpose:** Advance the delivery of integrated care in the community.



Closing the Gap Healthcare 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 a snapshot of our organisational achievements as a way of summarising our work over the past FY 21-22 year.



Care That Matters



- 99.4 % vaccination rates across CTG.
- Awarded Exemplary Standing from Accreditation Canada with 685 of 687 standards met.
- Medication Management Committee reviewed, revised and/or developed 16 new tools, comprised of policies, job aids, forms, and client handouts.
- 10 sites with more than 40 users and over 1,000 active clients migrated to our new clinic client database, Juvonno.
- Muskoka Nurses vaccinated 38 homebound clients.
- ARCHES program provided intense rehab to 114 clients across 3 LTC homes in Elgin & 116 clients across 5 LTC homes in Grey Bruce.
- Held more than 100 Outbreak Management Team Meetings and IPAC leader huddles.

United & Engaged Teams



- Revamp of Onboarding program which now includes a 90-day period of role-specific training and a structured mentorship program for healthcare providers.
- Hosted 10 Lunch and Learn sessions across various topics, with a total of 250 participants.
- I.D.E.A. Fundamentals training had an average 83% quiz score across 453 participants.
- 40 leaders (supervisors, managers, directors, and executive) participated in 7 Leadership Development Institutes.
- Over 800 CTG issued iPhones/iPads distributed to providers.

Partnering with Purpose



- 120 PSWs & Nurses hired to provide care in 58 Long Term Care homes as part of our Rapid Response teams.
- Successfully launched a fully virtual clinic model out of Grey Bruce.
- Continued partnership with Children's Treatment Network to support 9 school boards and several homecare funded schools with more than 2,500 active admissions served by more than 75 team members.
- In collaboration with the We Are Young Association in Halifax, CTG distributed 5 home heating oil certificates of 1,000 litres each to Nova Scotia clients in need.
- There are 51 Ontario Health Teams (OHTs) approved and CTG is involved in 15 OHTs, and working towards being involved in 20 more OHTs.

Pillar One

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

Care That Matters

ACCREDITATION – DEMONSTRATING THE CTG COMMITMENT TO QUALITY IN ACTION

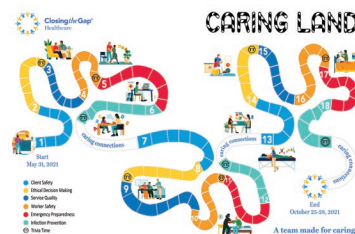
On an ongoing basis, CTG evaluates our practices against the health care standards of excellence set by Accreditation Canada. Every four years, a team of Accreditation Canada surveyors spend a week at CTG, evaluating the organization against the industry standards of excellence. The survey visit is a chance to showcase the great work CTG team members do every day – showing off our **Team Made for Caring** in action as we partner with clients and families to deliver exceptional care.

From October 25 – 28, 2021, four Accreditation Canada surveyors ranged far and wide at CTG; they spent time with team members from 5 different CTG locations across Ontario and Nova Scotia, visited clients, and facilitated 17 priority process discussion groups including a focus group with client and family members and a focus group with CTG external partners. In total, the surveyor team assessed CTG against more than 650 standards.

Ultimately CTG was awarded the decision of **Accredited with Exemplary Standing** by Accreditation Canada. This means that, with the hard work and dedication of our **Team Made for Caring**, CTG attained the highest level of performance, achieving excellence in meeting the requirements of the Accreditation program. CTG met 685 of 687 standards that span eight dimensions.



ACCREDITATION
CANADA



Being found to meet over 99% of standards was amazing but just as meaningful were the following powerful observations from the surveyors about CTG:

- A dynamic and passionate organization known for its ability to respond to community needs and expectations.
- The dedication and commitment of the leadership team to growth and expansion is noteworthy.
- CTG has established strong community linkages and connections in both Ontario and Nova Scotia.
- Congratulations is extended to the team on recent commitments to diversity strategy and anti-racism work.
- The commitment to advancing technology is paramount.
- Clients and families are highly satisfied with the services they receive.

We were thrilled to have successfully completed the Accreditation survey in October 2021 and we continue to be committed to the standards of excellence in our work every day.

Pillar One

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

Care That Matters

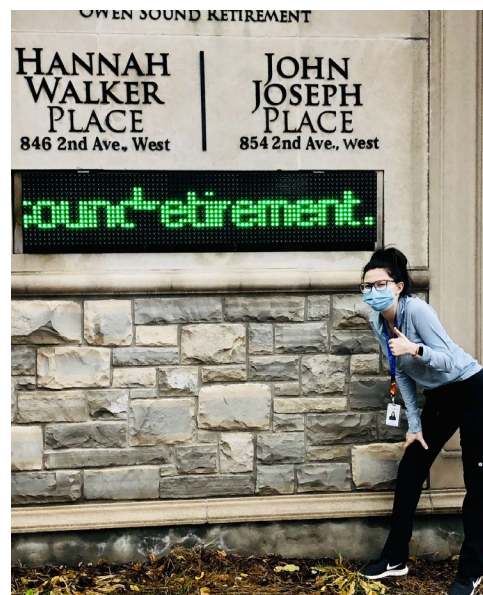
ARCHES PROGRAM IN GREY BRUCE

The Available Retirement Care Homes with Extra Support (ARCHES) program was born out of necessity as an answer to the crisis in Ontario's Long-Term Care (LTC) system over the past few years. It started as a plan to open spaces in retirement homes for patients awaiting admission to LTC. The team in Grey Bruce brings patients out of hospitals and into local retirement homes where they receive focused care from CTG physiotherapists, occupational therapists, and some fantastic therapy assistants. To date, this program has assisted 116 clients across 5 long-term care homes in Grey Bruce and 114 clients across 3 long-term care homes in Elgin.

When a patient is placed in the ARCHES program with CTG therapy providers, they are assessed quickly by one of the highly skilled home care Occupational Therapists and Physiotherapists who are supporting ARCHES. Following assessment, therapists create detailed rehab programs and work together with therapy assistants to provide excellent care to meet the goals they have set to give their patients the best chance at recovery. Those therapy assistants then visit to provide care and motivation several times every week and work hard on making as much progress as possible until their patients either get a LTC bed or get well enough to not need one anymore. CTG has had the privilege of watching several patients work hard with their care team and go home with their families instead of to a long-term care home.

"At the start of the summer, we had a client move into ARCHES at Kelso Pines after double shoulder surgery. She was in rough shape, struggling and so upset with being in a retirement home because she was young and had no cognitive deficits. She was determined to get home and worked hard. It was later revealed that her husband was at home by himself and was not doing well. He had stage 3 cancer and was not given the best prognosis. She was declined from Rehab in both Owen Sound and Hanover, so ARCHES was her last hope. She worked hard and wanted more things that she could be doing on her own when I was not in the home to see her. She worked with me doing both occupational therapy and physiotherapy 3 days a week. She stayed in ARCHES for 60 days and was then accepted to Rehab in Hanover, which was closer to home for her and much closer for her husband to visit. Last I heard, she finished her rehab, moved back to her own home and to this day remains in her home. She was so sweet and so determined, and I admired her strength and motivation. She never once complained her entire stay. I am SO happy that she was able to return home to her husband and I think of her often."

— **Tori Calhoun**, ARCHES Therapy Assistant



Pillar Two

Support and develop high functioning and flexible teams.

United & Engaged Teams

OUR COMMITMENT TO INCLUSION, DIVERSITY, EQUITY AND ANTI-RACISM: FUNDAMENTALS TRAINING



ClosingtheGap® Healthcare

In February of 2022, CTG rolled out the first Inclusion, Diversity, Equity and Anti-Racism (I.D.E.A.) Fundamentals training module for all team members. The training module highlighted the essential concepts of inclusion, diversity, equity, and anti-discrimination and included both a self-learning component and a facilitated group discussion that was tailored to discuss the meaning behind each concept of diversity, equity, and inclusion.

All team members who completed the Fundamentals training learned why these values are essential and how to go about applying them in everyday life, including living by the platinum rule – “do unto others as they’d want done unto them.”

The Fundamentals training had an average of 83% passing grade on the quiz across 453 participants and sparked plenty of team-level discussions. Although I.D.E.A. discussions can sometimes be uncomfortable, we saw many leaders and teammates come together and support one another. Most learners expressed interest in learning more about I.D.E.A. concepts, especially cultural competency, anti-racism, and Indigenous-related topics. This trend is encouraging as CTG plans for the next I.D.E.A. training series.

PROVIDER ISSUED DEVICES

Over the last year, CTG set a goal to distribute a CTG issued iPhone or iPad device to every provider across all our locations, to improve day to day tasks and eliminate the need for paper charts. This goal has been largely met, and to date many providers have been able to speed up their administrative processes and deliver excellent care wherever they go with the help of these devices.



“Last year, I unboxed my new CTG issued iPad and put it to good use as soon as I could! I found simple ways to improve efficiencies and really appreciated the ability to use the wireless network to access the internet while in the client’s home. I was now able to immediately search the specs on a mobility device and provide real time information to the client without having to go home, look it up and schedule a follow-up visit to share the information. With time and plenty of support from management, we have made good use of the cloud drives for sharing electronic documentation - especially for the therapy assistant programming. We are now able to amend documents real time between us and we no longer waste valuable time and travel resources to track down all the paperwork. Our therapy assistants have all the information that they need through the cloud drives and can access anything they might need - even when the day throws unexpected scheduling twists. In the past, if I had a cancellation or change in the schedule, my productivity was limited to what I had packed in my bag for the day. Now, with mobile technology, I am equipped to make the best use of my time, catching up on data entry, accessing client information or doing product research.”

— Sada Bryant, Physiotherapist

Pillar *Three*

Advance the delivery of integrated care in the community.

Partnering
with
Purpose

EXPANSION OF PAEDIATRIC SERVICES

2021-22 was a remarkable year for our newly formed paediatric team bringing speech-language pathologists, physiotherapists, rehab assistants and occupational therapists together across geographies to share, learn and grow under Nicole Young and Kym Thomas' dynamic leadership and the unfailing support of four incredible care team coordinators: Alanna Serroul, Carolyn Ritchie, Kirsten Gerhart, and Rabia Allaudin.

A particular highlight is the evolution and deepening of our partnership with the Children's Treatment Network (CTN). Accomplishments include welcoming 16 occupational therapists in the Greater Toronto Area to help expand our school service, launching occupational therapy assistants in the school setting, collaborating with various agencies to develop and offer an Urgent Response Service for children and youth with Autism, school waitlist innovation work to increase access to care, and early planning for a Tiered OT service model pilot for students in Simcoe County. Change can only happen with strong relationships, and we thank our tremendous team for their trust and dedication and recognize those at CTN and CTG whose efforts over the last 15 years laid the foundation for the current success.

SUPPORTING COMMUNITIES IN NEED

CTG has teams made for caring located all over Ontario, including in rural areas that can be hard to locate on a map. For patients who live approximately two and a half hours northwest of Toronto at the base of the Bruce Peninsula, equitable access to healthcare services has always been a challenge especially when compared to large urban centres, and this inequity was compounded over the past two years.

The COVID-19 pandemic caused an abrupt pause to aspiring physiotherapists' education when the college stopped running practical exams increasing the shortage of physiotherapists. Grey Bruce, already short on licensed Physiotherapists, saw a unique opportunity to attract precious and limited expertise in this field to a struggling small-town clinic serving an aging local community in a time of great need: If virtual care is possible in community home health care, what would happen if we tried the same thing in a clinic setting?

We know our **Team Made for Caring** is always ready to embrace change when that change can lead to the best outcomes for our clients. Grey Bruce launched the first virtual physiotherapy clinic with a small team and brought on physiotherapist Kumar Patel from the comfort of his home office in Ottawa, all the way to Owen Sound daily via video chats. Kumar from afar teamed up with physiotherapy assistants Marty Swan and Charlotte Gould who support clients at the clinic in person, and together they were able to provide excellent care at a time when it was uncertain if the clinic would reopen.

This innovative virtual clinic model has been a runaway success and continues to operate. Local clients receive quality care from Kumar in Ottawa and from Marty and Charlotte in person. Since our clinic reopened, other CTG clinics have caught on to the great things happening in Grey Bruce and we have been able to pave the way for Kumar to assist in other regions. Our **Team Made for Caring** exists all over the province, and we're looking forward to continuing to help each other.



Closing the Gap Locations

Campbellford

Grey Bruce - Owen Sound

Halifax

Lindsay

Mississauga - Matheson

Muskoka - Huntsville

Shelburne

Toronto - Lansdowne

Toronto - York Mills

Elgin - St. Thomas

Guelph

Innisfil

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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