

Approaches to Accountability: Home and Community Care in Ontario



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Sub-study

- Home and Community Care
- Partners:
 - Leads: Janet Lum (Ryerson); Paul Williams & Raisa Deber (U of T)
 - Decision making partners: Anne Wojtak (TC CCAC), Nadine Henningsen (Canadian Home Care Association), Judith Shamian (Victorian Order of Nurses), Susan Thorning (Ontario Community Support Association)



Home and Community Care in Ontario: Overview

- Home and Community Care delivered by:
 - 14 Community Care Access Centres (CCACs): linked to 14 LHINs; publicly funded
 - Community Support Agencies (CSAs): both FP and NFP; user fees, or purchased privately
 - See Williams et al (2009) Balancing institutional and community-based care. *Healthcare Quarterly*, 12(2), 95-104.



CCAC's have two roles

Purchasers

- Professional Services
 - Nursing
 - PT, OT, SLP
 - Social work
 - Dietetics
- Non-professional services
 - Personal support
 - Home making
- Medical supplies

Connectors

- Long-Term Care Options
 - Retirement homes
 - LTC homes
- Community Services
 - Meals-on-wheels
 - Transportation
 - Caregiver relief
 - Adult Day Programs



Methods

- Accountability for home care services purchased by CCACs
 - Case Study: Toronto Central CCAC
- Literature Review
- Document Analysis
 - Publicly available contract and RFP documents
 - Qualitative analysis: NVivo 7
- Colleagues from TC CCAC



Production Characteristics: Home Care

Measureability	<u>Mixed</u> – patient satisfaction (high); quality (potentially low). BUT - High transaction costs! & Low observability
Contestability	<u>High</u> – fewer barriers to entry BUT – may be lower in rural settings
Complexity	<u>Low</u> – many services can be cut off from other streams of health care

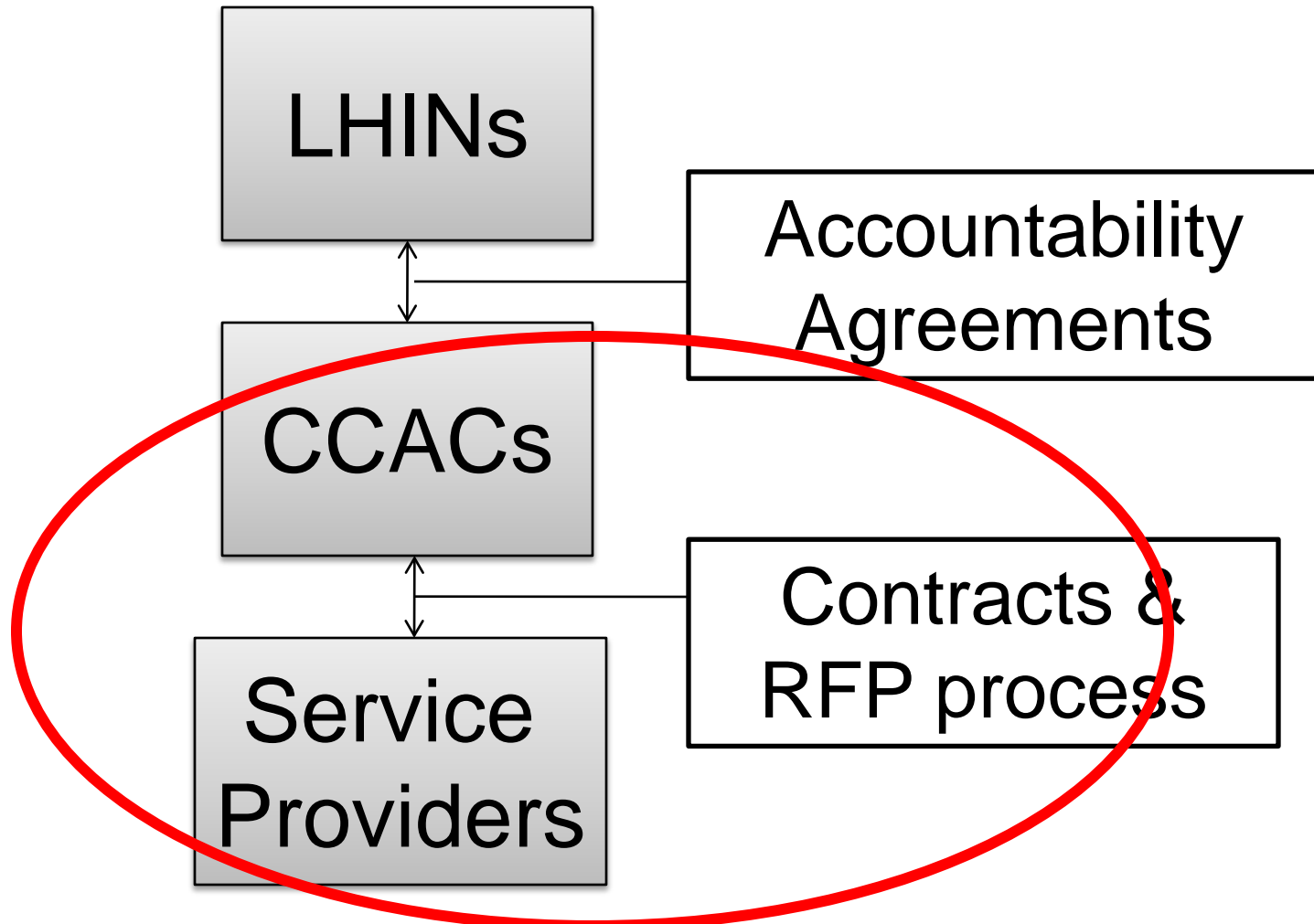


Governance - financing, delivery, public-private

- CCACs are funded by the MOHLTC
 - Services provided by CCAC are covered
- Home care purchased through competitive process (RFPs)
 - Service providers may be FP or NFP
 - Currently the TC CCAC holds contracts with 27 providers. 19 – FP (mostly FP/c) & 8 – NFP.

RFP process also has HIGH transaction costs for service providers & Ministry

Accountability Arrangements





CCAC/Service Provider Contracts

- Contracts include:
 - Reporting requirements
 - Performance monitoring (services and financial)
 - Professionalism – practice guidelines & applicable legislation



Goals: Contracts

- Access
 - Performance standards identified by CCAC
 - # of referrals and services accepted (quarterly),
of assigned service personnel/client
- Cost
 - Strong financial reporting requirements (audited financial statements, quarterly volume statements)
 - Key component to winning contracts
 - Protects CCAC against financial liabilities



Goals: Contracts

- Quality: Service Providers must
 - Identify and report: 10 performance indicators & 5 HR indicators.
 - Conduct and report performance evaluations
 - Adhere to professional standards and regulations
 - Demonstrate performance through past experience
 - Administer and report client satisfaction surveys
- High Transaction Costs!



Observations

- Making use of contracts are accompanied by trade-offs
 - High Specificity at the cost of Resources i.e. High Transaction Costs
 - Measureable indicators at the cost of Quality Indicators?
 - Are we picking up what we need?



Observations

Another concern

- Using a low-trust tool (contract) under conditions of low-observability.
 - Lipsky* - Street-level bureaucracy

* Lipsky, M. (1980) *Street-Level Bureaucracy: Dilemmas of the Individual in Public Services*. New York: Russell Sage Foundation.



Future Research

- Case study
 - Compare CCACs
 - Conduct interviews with key stakeholders
- Need to include in the analysis:
 - Key stakeholders/policy communities – *accountability webs**
 - Political culture

*Bergsteiner, H. and Avery, G.C. (2009) A Generic Multiple Constituency Matrix: Accountability in Private Prisons. *JPART*, 19:631-660.



Goals: TC CCAC

- TC CCAC four strategic goals:
 - Excellent service
 - Leading integration
 - Promoting learning, inspiring innovation
 - Contribute to a strong community and building trust
- Emphasis on Quality and Accountability
- Shifting accountability

MOHLTC  Clients