



Backgrounder: CCAC Interim Management Agreement

About the CCAC: The Champlain Community Care Access Centre (CCAC) connects clients with the care they need, at home and in the community. The CCAC allows clients to stay at home longer by providing care at home, and by coordinating care in the community. The CCAC provides information about long-term care options if it becomes too difficult to live independently at home. It is the second largest health service provider in terms of funding in the Champlain region, after The Ottawa Hospital (TOH).

CCAC case managers assess client needs and requirements for care, answer clients' questions, develop customized care plans and connect clients to community-based health and support services. Case managers arrange for nurses, physiotherapists, social workers, registered dietitians, occupational therapists, speech-language therapists and personal support workers to provide care and supportive services to ensure the best possible quality of life.

Context: KPMG's operational review of the Champlain CCAC was released on September 23, 2009. The Champlain LHIN Board asked for the review in order to foster optimal delivery of community care. The final report can be found on the Champlain LHIN website www.champlainlhin.on.ca under "Reports and Publications". It provides 17 recommendations in six areas: *Case Management; Stakeholder Relations; Finance; Contract Management; Governance and Leadership; and Infrastructure and Support.*

The Champlain CCAC is already acting on some of the recommendations including:

- Developing a decision support framework;
- Developing a decentralized budget;
- Re-implementing a project management framework;
- Developing a case management model for stakeholder consultation;
- Developing a partner provider contract management framework;
- Introducing a balanced score card;
- Introducing a quality and accountability framework.

Rationale for selection of TOH: As the CCAC deepened its review of KPMG's recommendations, it was determined that the organization needed the support of a local partner with expertise in key areas identified by the KPMG report. KPMG's finance, contract management, governance and leadership, and infrastructure recommendations are of particular interest to the CCAC Board.

TOH was selected because of its considerable experience in each of those areas.

- Finance: TOH has balanced eight consecutive budgets;
- Contract management: as a billion-dollar organization, TOH uses leading practices in contract management and negotiation;
- Governance and leadership: TOH has been recognized by the Conference Board of Canada for its advanced governance and leadership practices;
- Infrastructure: TOH regularly manages large-scale infrastructure projects. Most recently, it oversaw the largest Cancer Centre expansion in the region's history.

Summary of agreement: Cameron Love's first job will be the development of a memorandum of understanding for approval by the CCAC, the LHIN and TOH boards. That said, the parties have already agreed on the following principles:

1. Mandate: TOH's overall mandate is for the provision of executive leadership and management support for all CCAC operations under the jurisdiction of the CCAC Board. As part of this mandate, TOH, through Mr. Love, will review the KPMG report, develop an operational and deficit recovery work plan, and – under the direction of the CCAC Board – initiate implementation of changes required at the CCAC.

2. Timeline: The term of the agreement will not exceed one year. It will include a 6-month review to evaluate the effectiveness of the arrangement and determine whether or not to continue. At any point during the term of the agreement – either party (i.e. LHIN, CCAC or TOH) can also provide notice to terminate the agreement.

3. Governance: While TOH will be contracted to provide executive-level leadership and management support under the CCAC Board, the CCAC Board will remain autonomous, retaining full responsibility, authority and accountability for the oversight and direction of the CCAC.

4. Management: Cameron Love assumes the role of interim CEO of the CCAC, reporting to its Board of Directors. Under this arrangement, Mr. Love will have the delegated authority and accountability to undertake all the responsibilities of a CEO. He will be supported by other TOH executive/management resources, while working with CCAC management.

Furthermore, partners and stakeholders will be consulted to assess existing CCAC processes and structures and ensure the engagement of other health service providers across the LHIN in pursuit of CCAC objectives for the one-year term.

5. Resources: The funds required to undertake this initiative should not exceed the compensation of the outgoing CCAC CEO.

Biographical information: Cameron Love Graduated from Queen's University in 1994 and in 1997 received his Masters' in Health Administration from the University of Ottawa. After a year in Toronto with the Ministry of Health, Cameron joined TOH in 1998 as a Planning Coordinator. He was subsequently appointed to the position of Director of Planning, and became a Clinical Director within the Medicine Portfolio. In February 2003, Cameron became Vice-President, Planning and Facilities. In 2004, the support service departments, including Purchasing, Logistics, Nutrition and Food Services and Hotel Services were added to his portfolio. In the winter of 2008 a variety of clinical programs including Ambulatory Care, the Rehabilitation Centre, Alternate Level of Care, Family Medicine and the Eye Care Centre were added to his portfolio. Since then, he has held the position of Vice-President, Planning, Support Services and Clinical Programs. He is a member of the Canadian College of Health Services Executives and participates in the education of future health care executives in his role as a preceptor to residents of the University of Ottawa's Masters in Health Administration Program.