

# **‘Sharing without Merging’**

## **A new Joint Venture Initiative**



**Ontario Community Support Association - Great Ideas Conference**



**CANES, ESS, & PSL CEOs**  
**October 2012**



# Agenda

## Overview

- Welcome
- Walk through the agenda

## Value Proposition

- Definition & Draft Statement

## Business Case

- Definition & Case Statement
- Risks and Benefits of the Business Case

## Next Steps

- What are our next steps

## Definition: Joint Venture

- A project undertaken by two or more parties to achieve a mutual objective. (co-enterprise)

source: [www.fin.gc.ca/finserv/gloss-eng.asp](http://www.fin.gc.ca/finserv/gloss-eng.asp)

# Governance Board Discussion

- Does the value proposition fit with the Boards strategic priorities and directions?
- Does the business case fit with the Boards strategic priorities and directions?
- What opportunities and risks present themselves through this proposed joint venture?

# Value Proposition

Definition

**1**

Proposal

**2**

Thoughts  
from the  
group

**3**

## Definition: Value Proposition



### Definition

- a business's promise to deliver the expected experience with their product or service; a description of what, how and why a product or service is important to a customer; an answer to why a consumer should buy a business's product or service

## Proposed:

Proposal

2

- To enhance the service capacity, infrastructure, and sustainability of partner organizations in acquiring and retaining revenue streams consistent with common vision, mission and values

## Dialogue

Thoughts  
from the  
group

3

- Does the **value proposition** fit with the Boards strategic priorities and directions?



# Business Case

Definition

*1*

Case  
Summary

*2*

Response  
To the case

*3*

# Definition: Business Case



## Definition

- Structured proposal that justifies a project for decision-makers. Includes an analysis of business process performance and requirements, assumptions, and issues. Also presents the risk analysis by explaining strengths, weaknesses, opportunities, and threats.

# The Business Case

## Definition

1

### Partners

- Who is involved
- Rational

### Combined Offering

- What we bring to the venture
- Common Characteristics
- Work to date

### Proposed Service Offerings

- Anticipated Client
- Service Offerings

### Management of the Agreement

- Governance Responsibility
- Management Responsibility

## Community Care Partners

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**CANES Community Care**



**Etobicoke Services for Seniors**



**Peel Senior Link**

# BUSINESS CASE RATIONAL

## Case Summary

2

- Leading System Integration Opportunity
- New/Enhanced Revenue Stream-Sustainability
- Respond to Contracts trending towards Bundled Services and One Source Provider
- Preparing for changes in political landscape Municipal/Provincial/Federal



# What do we bring to the table?

## 1<sup>st</sup> Course

CANES	ESS	Peel Senior Link
Formed in 1982	Formed in 1983	Formed in 1991
125 Employees	105 Employees	170 Employees
Mission/Vision Excellent seniors support services, community living safely with dignity, lead through partnerships	Mission/Vision Committed to supporting seniors, @home/community, safely client centered, dignity, Leadership, excellence of operations, innovation, partnerships	Mission/Vision Quality & valued seniors services, independence, dignity & respect Excellence, leadership, integration & innovation
\$7 M Operating	\$4.6 M Operating	\$6.3 M Operating
166, 000 units of service	120, 300 units of service	129,180 units of service

CANES	ESS	Peel Senior Link
Accreditation Canada	Accreditation Canada	Accreditation Canada
CW LHIN and CCAC	Central LHIN & CCAC	MH LHIN and CCAC
Lead Agency in CW LHIN for Home at Last, Seniors Ride Connect + CW CCAC contracts	Lead Agency CLHIN for Transportation, agency partnerships in 4 LHINs, AFP Award-Excellence Fundraising	Lead Agency MH LHIN -ASSIST, CSP Portal, SDL; MIS/CSS & and GPDynamics/HRIS; Best Small & Medium Employer in Canada;Metamorphosis and Community Door Networks (founder)
Home at Last, Home Maintenance, Transportation, Supportive Housing, Caregiver Support, Family Health Team (including a Pharmacy), Behavioural Support Ontario – Psychogeriatric Resource Consultant, Newcomer Elderly Outreach (South Asian seniors), et al.	Adult Day Services, Supportive Housing, Transportation, In-Home Respite, Chronic Disease Self-Management, Home Help, 24-7 Short Stay, Caregiver Support	24-7 Personal Support and Homemaking (SDL), Medication Assistance, Essential Transportation, Foot Care, Active Living, Caregiver Support, Integrated Seniors Team, and Physiotherapy & Exercise Programs
12 Board Members	12 Board Members	12 Board Members



# What do we bring to the table?

## 3<sup>rd</sup> Course

### Examples of Programs and Services

#### Home and Community Care

Home at Last discharges

Senior Ride Connect – medical appointments

Behavioural Supports Ontario – PRCs in community

Assisted Living – PSL, CANES, ESS

Treat at Home – Psycho-geriatric Nurse

CANES and PSL were partners in the facilitation of Synergy West GTA

#### Primary Care

CANES Family Health Team Expansion

Summerville Family Health Team pilot with NP for complex care SDL clients & Physician House Calls

ESS Gentle Caring Centre

#### Medication Management

CANES Pharmacy

PSL served as a pilot for the national Medication Management project in partnership with the Leslie Dan Pharmacy, University of Toronto

Philips Lifeline partners & Remote Medication Monitoring pilot

#### Back Office Technology

Back Office Integration

Community Service Portal – CW CCAC & Trillium

Hospitals GP Dynamics and HRIS software users



# Common Partner Characteristics

## Case Summary

2

- Partnership/Collaboration Orientation
- Entrepreneurial
- Culture of Excellence
- Recognized as Leaders and Innovators of Service/Change
- Similar governance structures, and management team style
- Excellent and Engaged governance Boards



*Bringing Quality Care Home*

# Joint Venture Agreement Highlights

- March 30, 2010 CEOs Initiated a Conversation
- Senior Management Sessions held in 2010, 2011 & 2012
- Miller Thompson, LLP drafted agreement in 2011
- Board Chairs/Executive Committee Engagement in 2011
- Board Resolution February, 2011
- Central, Central West and MHLHINs – Voluntary Integration designation

# The Journey Begins

Response  
To the case

3

- Accreditation Canada awards accreditation status to all three agencies in 2010
- Partners Pre-Qualified with the OACCAC in 2010, 2011 & 2012
- Joint Venture Agreement – Draft 1 reviewed by CEOs
- Draft 2 shared amongst joint Executive Committee members
- Board Chairs met and agreed on next steps

# Key Aspects of Agreement

Response  
To the case

3

- Language and content consistent with current CCAC contract requirements
- Autonomy remains for providers independence
- CANES Community Care serves as 'participant in charge' or other partners if strategic advantage in another LHIN

## Agreement Continued...

Response  
To the case

3

- Advisory Services, e.g. legal and consultants shared equally amongst partners
- Steering Committee – to govern and manage the joint venture agreement
- Contract Management Teams – established for each CCAC contract awarded

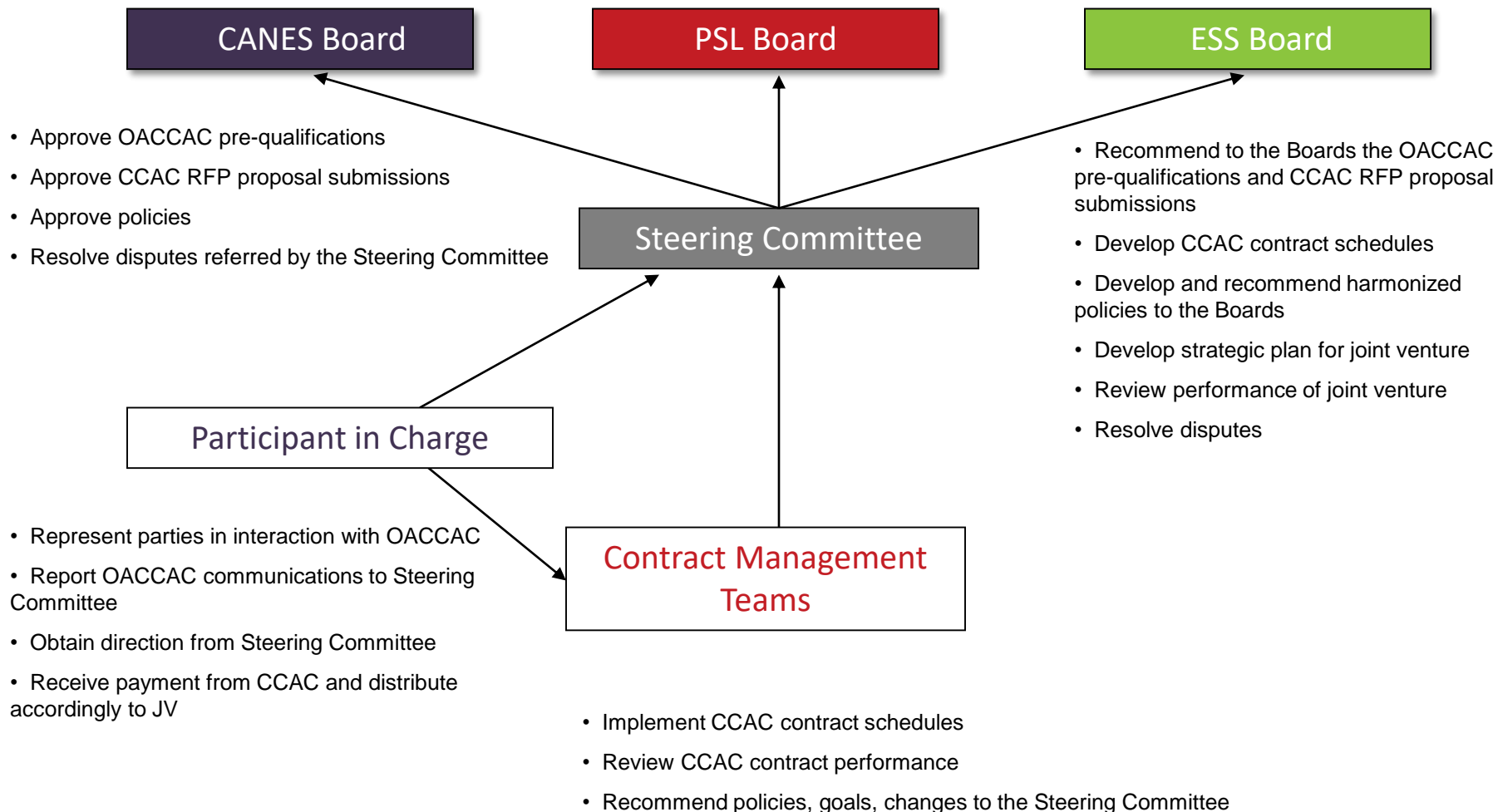
# Potential Engagements

Response  
To the case

3

- Large scale CCAC contracts in three distinct catchment areas: Central, Central West and Mississauga-Halton
- Larger projects focused on seniors that spread across boundaries and are funded by one or more of the 3 LHINs
- New opportunities of a large scale funded by Federal/Provincial/Municipal governments to address the projected explosive growth in seniors over next 10 years

# Joint Venture Agreement Governance & Management Model



## Dialogue

Response  
To the case

3

- Does the **business case fit** with the Boards strategic priorities and directions?



# Dialogue on the Joint Venture

Opportunities

**1**

Risks

**2**

Next  
steps

**3**

## Dialogue on the Joint Venture

### Opportunities

1. New CCAC Contracts with Larger Volumes
2. New business opportunities that our larger scale of operation can support
3. Cost savings through a collaborative buying group
4. Joint training such as infection control, mask fitting, and computer software

- What opportunities will present themselves through this proposed joint venture?

## Dialogue on the Joint Venture

1. Maintain quality while expanding services
2. Serving a larger catchment area covering 3 LHINs

1

### Risks

2

3. Strategic Priorities do not align
4. Management teams do not collaborate/function well together

3

- What risks present themselves through this proposed joint venture?



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## Dialogue on the Joint Venture

1. File first quarter report with 3 LHIN's by March 31/2012
2. Ready 3 agencies for first RFP opportunity
3. Explore more back office efficiencies
4. Develop an action plan for 2012/13

Next  
steps

- What are the action steps required by the team



## **Our Mission ...**

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Three leading community care agencies in a partnership working towards one common goal: to provide quality services to clients in their quest to remain living in their homes, safely, independently and with dignity.

## **Our Vision ...**

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A Not for Profit alliance which seeks to champion a model of excellent care, though integration, innovation and collaboration, taking the lead in expanding its home and community support serves to include all seniors in need of care.

## What the Joint Venture is Currently Doing as Community Partners

### Back Office

1. Monthly Joint Venture Meetings with the Steering Committee
2. Quarterly reports to the LHIN
3. November 2012 - 3 year strategic planning with 3 agencies and 3 Boards.
4. Joint Partnership Marketing and Branding Strategy
5. Established Working Groups
  1. CQI
  2. Grant Writing
  3. HR.
  4. Sustainability

Community  
Partners  
=  
Community  
Network **3**



## What the Joint Venture is Currently Doing as Community Partners Continued.....

- **Technology (IT/IM)**

1. IM/IT/Business Intelligence improvements are underway to meet strategic performance monitoring and reporting obligations.
2. Community Care Partners launched a joint website which was disseminated in Spring of 2012, to commence the sharing of information and resources.

- **Research & Development**

1. Community Care Partners shared the cost of a Co-op student to conduct research in the area of Client Safety and to meet the Accreditation Canada standards.
2. The partners will establish another dissemination in 2013.

- **Service Integration**

1. Community Care Partner actively seek means to ensure quality service delivery and shared resources through the Community Service Provider Portal.
2. Prospects' to contract services as a vendor agency.
3. Working with significant Health Service Providers to develop a new Model for Transitional Care Services for Seniors and the implementation of a Hospital at Home program.

Community  
Partners  
=  
Community  
Network

3

## What the Joint Venture is Currently Doing as Community Partners - Continued.....

### *In the Community*



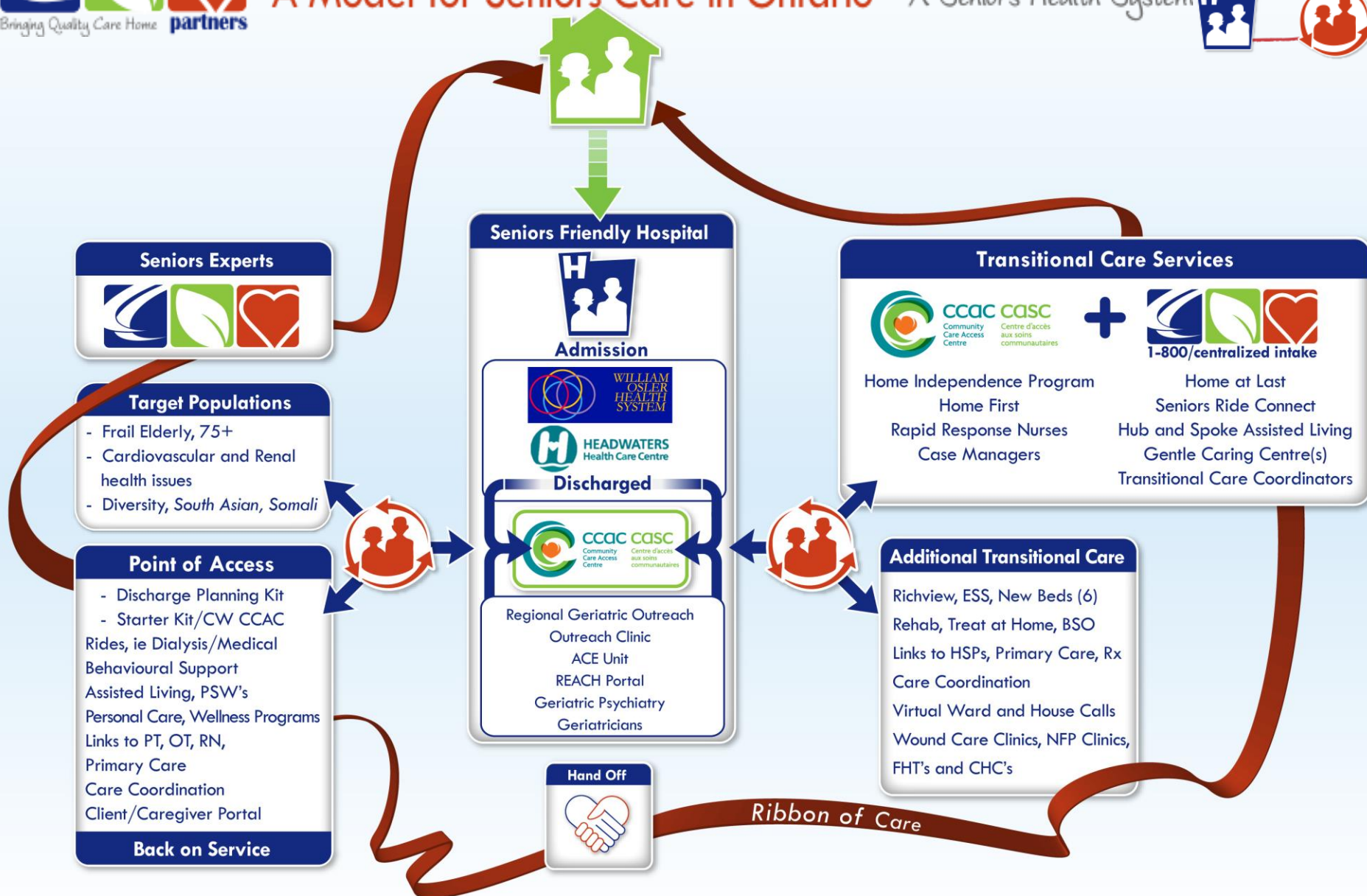
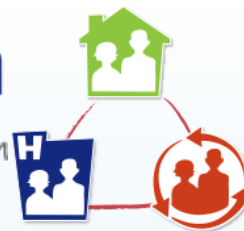
- Improving capacity to deliver care services to seniors in an ever expanding marketplace within the Greater Toronto Area, through innovative service and program delivery.
  - *Affordable Housing*
  - *Transitional Care*
  - *Hospital @ Home.*



# Hospital and Community Integration

A Model for Seniors Care in Ontario

A Seniors Health System





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## How The Joint Venture Saves on Costs As A Partnership

Community  
Partners  
=  
Community  
Network

3

1. Employee Benefits
2. Management Grids
3. Emergency Preparedness & Risk Management
4. Banking
5. Pilot project with WOHS
6. Joint Marketing
7. Shared Resources



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*Thank You!*