



Senior Support Services (CPHC)  
Community & Primary Health Care – Lanark, Leeds  
& Grenville Corporation

# 2019 - 2020 Annual Report



## VISION

To be the leader and provider of choice offering innovative and quality services for seniors to live independently in their own homes and communities.



## MISSION

To provide client-centered services for seniors and their caregivers which promote choice, independence, and safety in their own homes and communities.

## VALUES:

**COLLABORATIVE:** *That collaboration with other organizations is essential in order to create a comprehensive service system that is responsive to the needs of seniors within the parameters of the human and economic capabilities of the organization.*

**ACCOUNTABLE:** *That our organization must provide our services through a delivery system which is fiscally prudent, accountable, and continuously evaluated.*

**RESPECT:** *That our organization must promote the basic human rights, respect, dignity, and safety of the people we support.*

**TEAMWORK:** *That our organization must provide our services through a team approach that promotes active participation of the individuals and families we support.*

**SUPPORTIVE:** *That our organization must support a safe work environment which provides opportunity for growth, creativity, and mutual respect which ultimately benefits the individuals we support.*

## OBJECTIVES BY PRIORITY:

### Marketing & Promotion

6. Marketing & PR strategy updated & implemented.
7. Be well known in all communities as the provider of choice for seniors.
8. Increase in referrals to our programs/services.
9. Ability to meet South East LHIN benchmark service targets within 12-18 months.
10. Re-establish a credibility with donors & potential donors.

### Quality Assurance

7. Formalized process for client & family feedback.
8. Identify gaps in services based on referrals, client & family feedback, and referring agencies.
9. Preparation and education to become an accredited agency.

### Strengthen Our Volunteer Program

4. Volunteer program fully developed and implemented.
5. Every program has adequate volunteer support by December 2021.
6. Determine a required budget for the volunteer program.

### Collaboration with Community Partners

1. We are able to provide immediate services to clients returning home from hospitals and/or primary care appointments in partnership with primary health care facilities through the communities we serve.
2. Partnered with other organizations who have similar services and amalgamated specific services to provide better quality care.



# Message from the Chair



## Greetings from the Board Chair:

I would like to welcome everyone to the Annual General Meeting and share a brief review of this past year. Each year is more interesting than the last.

I am extremely proud of our staff for their perseverance in addressing some difficult challenges while at the same time, providing services throughout Lanark, Leeds and Grenville that are second to none. As we know from my report last year, the South East Local Health Integration Network (SELHIN) had appointed an investigator in 2018 to assist the organization with getting our operations on track. I am happy to report that Executive Director, Tina Montgomery and her team have met all of the investigator's recommendations and as of March 2020, received a "clean bill of health" from the SELHIN. We have been issued another new service agreement with improved funding.

Shortly thereafter, the next hurdle arrived; ... COVID-19. Once again, our staff stepped up to continue providing superior services to the most vulnerable in our communities, all the while meeting strict guidelines as set out by the Province and Public Health. With the assistance of special COVID-based funding, we have been able to continue serving and supporting our seniors, preparing and delivering hundreds of food and personal hygiene baskets, delivering meals on wheels, and providing transportation to important medical appointments. Other services/programs that we provide in congregate settings were suspended, while the services we continued to run have been limited due to COVID restrictions, but they will resume as we enter the COVID-19 recovery stages.

I would like to take this opportunity to welcome Lisa Temple to our Board. Lisa was appointed to our Board in October 2019 and will be standing for election to the Board this evening. Lisa has brought a wealth of knowledge and experience to the organization and the Board which we are pleased that she will continue to share moving forward.

Lastly, it is with deep regret, that I announce my decision to step away from the Board, but other obligations are calling. After seven (7) exciting years with the last two as Chairperson, I must say that it has been an absolute honor to have worked alongside such dedicated fellow Board members. They have guided the organization through its most difficult times and I have learned so much from their expertise. I can leave with complete confidence that the Board's solid foundation partnered with our professional staff and hundreds of volunteers will continue making Senior Support Services - CPHC the leader in serving seniors for many years to come.

Sincerely,

Roger Haley, Chair  
Senior Support Services-CPHC Board of Directors



## Treasurer's Financial Summary for 2019/2020



Our Financial Statements for the year ended March 31, 2020 are prepared in alignment with Canadian Accounting Standards for Not-For-Profit Organizations. A complete copy of our audited financial statements are available by contacting us at 613-342-1747 ext. 2046.

### Statement of Operations

The Statement of Operations provides a summary of the overall operating results for Senior Support Services (CPHC). Revenues for the year ended March 31, 2020 were \$5.41 million, consisting mainly of government contributions (\$2.72million) and client fees (\$2.02 million). Expenses were \$4.47 million, of which \$2.53 million was spent on wages and benefits. Supplies and Services were also a significant expense at \$0.69 million. The excess of revenues over expenditures of \$937,000 was due mainly to the sale of our Carleton Place site.

This surplus, along with Lifeline profits, donations and other revenue generating activities has enabled us to continue to meet our debt obligations. This year we were able to reduce our long-term debt by \$365,000.

### Program Details

Community Support Services are primarily funded by the Ministry of Health and Long-Term Care, and allocated by the South East Local Health Integration Network. The balance of the funding is secured through client service fees, United Way funding, special grants, fundraising, and donations. With the help of these funding bodies, the United Way Leeds & Grenville, area municipalities, our donors, volunteers and client fees we can continue to meet the growing needs of the communities we serve. On behalf of the Finance, Audit & Risk Management Committee, I extend thanks to the staff and management of Senior Support Services (CPHC) for their efforts to deliver programs at a level of service the community has come to value from this organization.

Respectfully Submitted,

Jennifer Eastwood,  
Treasurer





## From the Executive Director's Desk:

In the past year Senior Support Services-CPHC has worked diligently to provide seniors and caregivers across Lanark, Leeds & Grenville with support and services, promoting choice, independence, and safety in their own homes and communities.

We were successful in adapting our services to meet the standards of the new model of service delivery introduced by the South East LHIN in April 2019, known as **the 'Common Basket of Services (CBOS)'**. The CBOS was implemented to standardize programs across all Community Support Service agencies/organizations within the SELHIN for consistency in service delivery and client fees. The programs included in the CBOS are Meals on Wheels, Diner's Clubs, Home Help/Home Maintenance, Transportation, Adult Day Services and Foot Care. Our staff took on new roles and responsibilities to successfully fulfill the goals and standards under this new service model.

This past year, we continued to work with our Coach, Eric Hannah, who was appointed by the South East LHIN to assist us in strengthening our operations and addressing financial challenges. We are very proud to have successfully fulfilled all recommendations set out by Eric which enabled us to return our focus to programming and those we serve. Our work with Eric was completed in December 2019; we are grateful for his guidance and knowledge that assisted us in moving our organization forward in a positive direction.

At the opening of the 2019/2020 fiscal year, we were finalizing our centralization process with all staff and operations re-located to our head office in Brockville. This was a tremendous undertaking with a lot of time consumed to plan, and action with great team work, and we were successful in making it happen seamlessly without impact on our service delivery. The decision of our Board of Directors to centralize our staff and operations was further strengthened by Eric Hanna who included centralization in his recommendations; this provided opportunity to reduce overhead/operating costs, placing us in a stronger financial position. Although we no longer have offices in the communities of Athens, Portland, Prescott, Gananoque and Carleton Place, we continue to deliver programs and services in each of these communities and surrounding areas. We developed and implemented a Consumer Advisory Committee with a strong geographic representation of members. The committee is preparing to conduct a survey among our caregivers/clients to identify how we are doing, determine how we can further improve our services to meet the demand and needs of our client and communities in an efficient, effective and caring manner. In December 2019 our Board and Management Team were pleased to complete a new Strategic Plan that move us forward with exciting developments and goals over the next 3-4 years.

Another challenge we faced last year which enabled us to further improve our foot care program, was the change in legislation by Public Health with new standards around sterilization of foot care implements/tools to align with podiatry and chiropody standards. In order to do this, our foot care program shut down for 5 weeks while we worked with the local Public Health to revamp our sterilization/autoclave space to comply with the new health and safety standards. We worked closely with our community partners to ensure that those with critical/high need for foot care in our communities would continue to be served during this time.

The development of Ontario Health Teams was also introduced last year. Our organization has been very involved in the meetings, planning and preparing a proposal for development of the Lanark, Leeds & Grenville Ontario Health Team (LLG OHT). Although our proposal was not accepted for the full application, it is considered to be in the 'Development Stage'. The LLG OHT members continued to meet working toward the next level. Our involvement in this has provided opportunity for our organization to further develop strong community relationships, working together as a cross-sector of health & community providers with a focus on our patients, clients, caregivers and those living in rural areas.

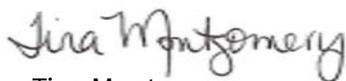
The fiscal year ended with the unprecedented times of COVID-19. I am proud to say that within days, our staff responded quickly to adapt our services and supports, ensuring that our seniors were taken care of – including those outside of our client base. We were creative in finding other ways to support our seniors with initiatives outside of our Common Basket of Services, i.e. grocery shopping & delivery, preparing & delivering standard grocery bags of staple foods for those in financial difficulty, preparing and delivering 'Wellness Bags' consisting of activities to help those in isolation pass the time, as well as making thousands of wellness calls to clients and caregivers to chat, ensure they were managing, and to offer other means of support. Our Stroke Support Groups continued via virtual meetings; our Seniors Exercise & Fall Prevent Program instructors prepared exercise videos for our clients to continue exercising in their homes to maintain their progress with strength and overall wellness.

In closing, I would like thank our community partners, such as the Family Health Teams, the United Way of Leeds & Grenville, our donors, and our tremendous volunteers who contribute many hours of the time helping us deliver our programs/services. I extend kudos and gratitude to the numerous new volunteers who came to us during COVID to assist our seniors when they needed it most. A big thank you to our funder, the South East LHIN for the weekly meetings with all CSS agencies offering direction and support during the evolving changes of COVID.

My sincere thanks to our phenomenal Board of Directors for their tireless work over a year of significant change. Your guidance and support to myself and the Management Team was invaluable. You have brought us through many a storm and for that we are most grateful!

Lastly, I want to thank all staff and the Management Team for your dedicated service and team work! You have demonstrated your care and commitment to our seniors every day! We couldn't do it without you!!

Sincerely,



Tina Montgomery,  
Executive Director.



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## Our Board of Directors for 2019/2020:



Roger Haley, Chair



Kevin Spencer, Vice-Chair



Jennifer Eastwood, Treasurer



Maureen Fraser, Secretary



Susan Ash-Lindsay, Director



John Fischl, Director



Julia Howard, Director



Jackie Smylie, Director



Lisa Temple, Director



## FISCAL SUMMARY OF SERVICE STATS



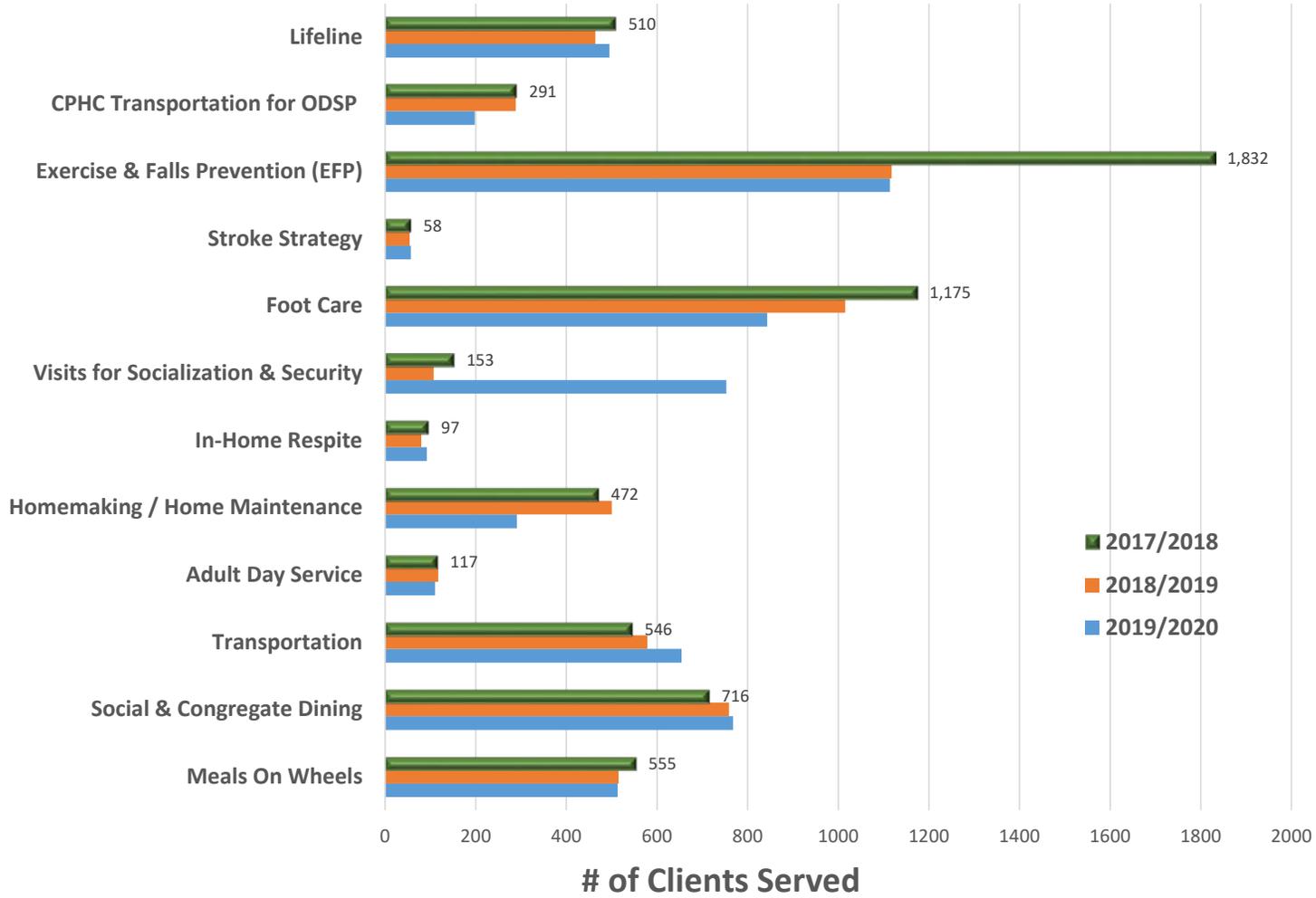
<i>Program / Services</i>	<i>2019/ 2020</i>		<i>2018 / 2019</i>		<i>2017 / 2018</i>	
	<i># Clients</i>	<i>Units of Service</i>	<i># Clients</i>	<i>Units of Service</i>	<i># Clients</i>	<i>Units of Service</i>
Meals On Wheels	513	45,051	515	48,326	555	56,531
Social & Congregate Dining	768	4,498	759	4,355	716	4,666
Transportation	654	16,840	579	16,427	546	16,062
Adult Day Service	110	4,309	117	4,316	117	4,440
Homemaking	278	18,612	448	557	437	585
Home Maintenance	13	161	52	54	35	36
In-Home Respite	92	6,974	80	6,631	97	8,613
Social Reass. / Crisis Intervention	753	946	107	925	153	1,553
Foot Care	843	3,380	1,015	4,681	1,175	5,274
Stroke Strategy	57	552	54	596	58	293
Exercise & Fall Prevention (EFP)	1,114	51,913	1,118	54,294	1,832	53,881
<b>NEW Clients in Fiscal Year</b>	<b>2,475</b>		<b>1,943</b>		<b>2,801</b>	
<b>Total Clients &amp; Service Encounters (LHIN Funded)</b>	<b>4,756</b>	<b>152,516</b>	<b>3,725</b>	<b>141,995</b>	<b>4,589</b>	<b>153,848</b>
<b>NON-LHIN FUNDED PROGRAMS</b>						
Transportation (Private)	198	3,794	288	5,849	291	5,473
CPHC Lifeline	495	16,867	464	16,852	532	16,610
<b>NEW Clients (non-LHIN Funded) in Fiscal Year</b>	<b>330</b>		<b>657</b>		<b>741</b>	
<b>Total Clients (non-LHIN funded) in Fiscal year</b>	<b>693</b>	<b>20,661</b>	<b>752</b>	<b>22,701</b>	<b>823</b>	<b>22,083</b>

### NOTES:

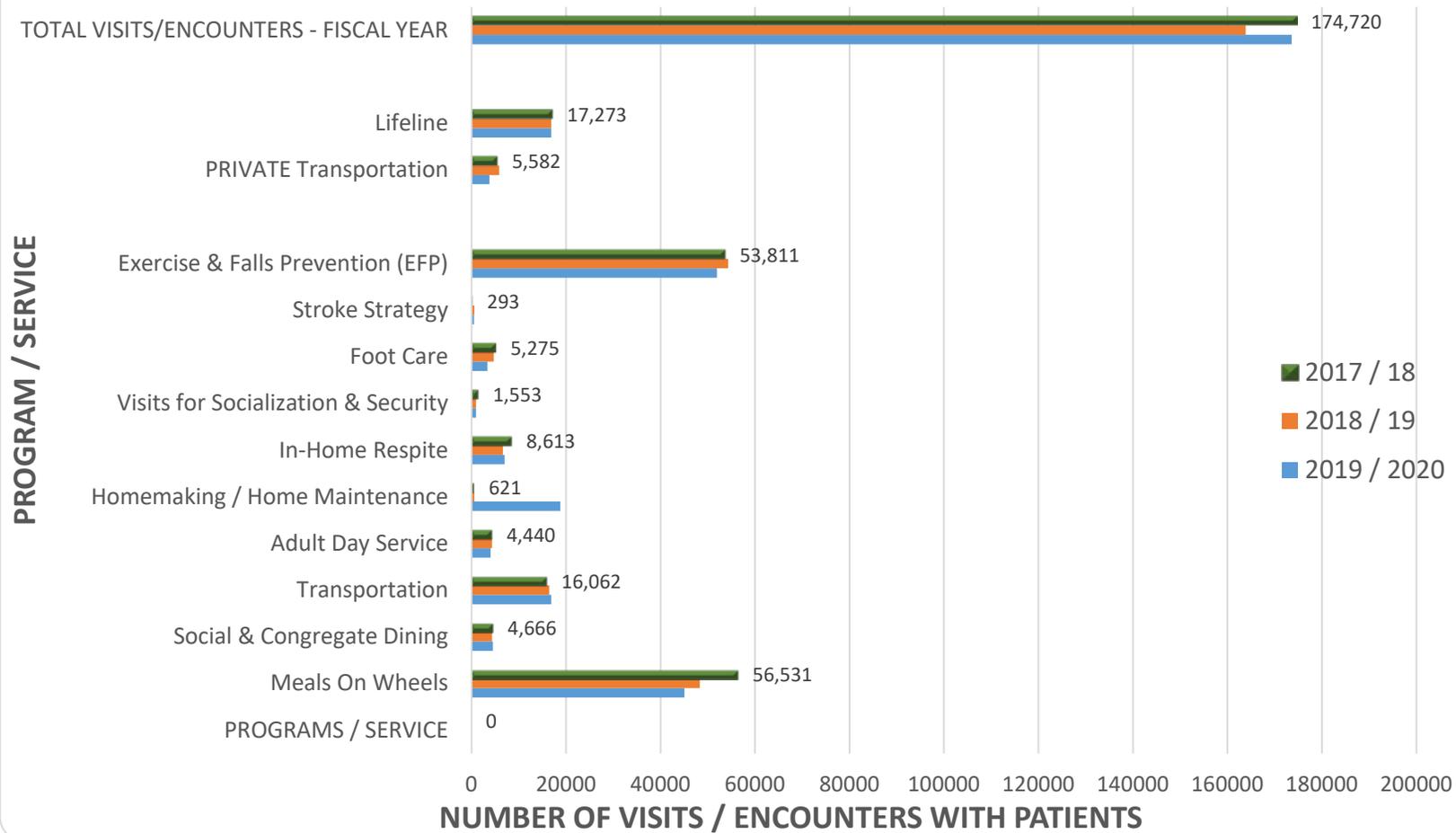
- Public Health Ontario introduced new legislation in 2019 with new standards for sterilization of foot care implements/tools that would align with podiatry and chiropody standards, Working collaboratively with our local public health, we revamped our reprocessing/sterilization system which required renovating a new designated autoclave space, a purchase of new equipment, etc. This resulted in a 5-week shut down of our foot care program and a decrease in our program/services stats for the 2019/2020 fiscal year.
- With the unfortunate arrival of COVID-19 in March 2020, several of our programs/services were suspended, thus the notable decrease in some service stats/numbers. With the province's implementation of various emergency funding streams in response to COVID-19, and will approval of our funding bodies (South East Local Health Integration Network (SELHIN) and United Way), we were able to continue serving and supporting our seniors in other ways, i.e. preparation & delivery of Emergency Food Baskets, grocery shopping & delivery, making Wellness Calls, etc. This has also impacted some of our service stats with a marked difference/increase in service volumes from previous fiscal years.

## CPHC Services to Clients by Program/Service

PROGRAM / SERVICE



## Community Support Services - Visits/Encounters Statistics





## 2019/2020 Reflections:

-   Our organization was rebranded as **'Senior Support Services – CPHC'** (SSS-CPHC), providing a more accurate reflection of who we are and what we do.
-   We completed our first fiscal year under a centralized model of service delivery with all staff and coordination of services/programs centralized in Brockville. This was a successful transition with minimal disruption of our service and program delivery while placing us in a better financial position with a reduction of our overhead/operating expenses.
-   We successfully completed the review of our organization by a South East LHIN appointed investigator, fulfilling all recommendations of the Investigator giving us a 'clean bill of health' and a renewed service agreement with the SE LHIN.
-   After our first summer of running our Trishaw Cycles in partnership with Cycling Without Age Brockville, our organization applied to become its own Chapter of Cycling Without Age (CWA). We were very pleased to be approved as a new local chapter, 'Cycling Without Age – Senior Support Services-CPHC'. We our two (2) Trishaws (3-wheeled rickshaw bikes with 2-seated passenger carriages) were generously donated to our organization for the clients in our Adult Day Program. Having an opportunity for our senior clients and other local seniors to enjoy the outdoors while on a scenic ride along the beautiful St. Lawrence River as well as through the big City attraction known as 'The Brockville Railway Tunnel' was a proven success with the big smiles and excitement among our seniors who took part in the Trishaw rides. More information on Cycling Without Age, an international charitable organization can be found at [www.cyclingwithoutage.ca](http://www.cyclingwithoutage.ca)
-   With the tremendous contributions of our dedicated volunteers, we were able to deliver our services and programs throughout Leeds & Grenville with our Stroke Support Groups, Exercise & Fall Prevention Classes and Lifeline also offered throughout Lanark County and the City of Kingston and surrounding area. Our organization relies on the assistance of our volunteers who give so generously of their time as demonstrated below.

In 2019-2020 we had a total of **374 volunteers** who dedicated **39,315.32 hours** of their time to help us deliver programs/services across Lanark Leeds & Grenville driving 796,144.9 kms., making 16,869 visits to seniors. This equates to 20.2 FTE (full time equivalents).

**Our six (6) Lifeline volunteers gave 1,517.50 hours of their time driving 35,845 km. to install 495 Lifeline units and made 775 service calls.**

**Our sincere gratitude and Kudos to you all!!!**

-   Our wonderfully supportive and dedicated volunteer Board of Directors gave over 746 hours of their time driving over 6,143 km. to attend meetings and address other business related matters. We would not be where we are today without such a committed, caring, and skilled Board. **Our sincere gratitude and Kudos to you all!!!**
-   Prior to fiscal year end when the world was unexpectedly faced with COVID-19, our organization responded quickly making changes for the protection of our staff, volunteers, clients and our tenants. With a dedicated team of staff and volunteers, we were able to respond to the needs of our senior clients as well as others (non-client seniors and those with significant health challenges) throughout the communities we serve. Understanding the vulnerability of seniors in these unprecedented times with self-isolation and many seniors living on their own, etc. we were pleased to be able to offer grocery shopping & delivery, preparation & delivery of Wellness Kits, Food Bags as well as making Wellness calls seniors.





# More Reflections for 2019/2020:

## TRISHAW RIDES:



Our clients enjoying a view of the beautiful St. Lawrence from our Trishaws



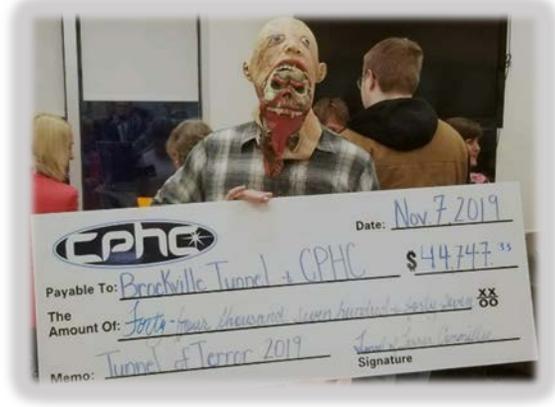
Getting ready for a Trishaw Ride



A tour through Brockville Railway Tunnel



## Our 1<sup>st</sup> Annual Tunnel of Terror Halloween Event in Partnership with the City of Brockville Tunnel Committee ....



## Generous Donation of Quilted Placements from 1000 Islands Quilters for our Meals On Wheels Program / Clients ....



## Recognizing Our Wonderful & Dedicated Volunteers at the Ontario Volunteer Service Awards Ceremony.....



# Our Annual 'COUNTRY IN THE PARK' Fundraiser Event ....

