

# Senior Support Services (CPHC)

Community & Primary Health Care – Lanark, Leeds &  
Grenville Corporation

## 2022 / 2023 ANNUAL REPORT





## Vision

SSS-CPHC will become the **central hub** connecting seniors, their families, and caregivers to support services throughout Leeds-Grenville and Lanark

## Our Mission

SSS-CPHC helps seniors to remain safe, healthy, independent, and to thrive in their homes and local communities



## Our Values

**RESPECTFUL:** We promote the basic human rights, respect, dignity, and safety of clients, their caregivers, and families.

**INCLUSIVE:** We provide services through an inclusive approach that promotes active participation of clients, their caregivers, and families.

**COLLABORATIVE:** We collaborate with other organizations to provide comprehensive services that are responsive to the needs of seniors.

**SUPPORTIVE:** We support a safe work and volunteer environment that provides opportunity for growth, creativity, and mutual respect.

**ACCOUNTABLE:** We provide services in ways that are fiscally prudent, accountable, and continuously evaluated.





## Greetings from the Board Chair:



Greetings and welcome everyone to the Annual General Meeting this evening. As we reflect on the past year, I can confidently say that each year provides this organization with an opportunity to show its value in our community.

I want to begin with commending the Senior Support Services-CPHC staff for their dedication and ability to continuously overcome challenges, while providing 'second to none' services throughout Lanark, Leeds and Grenville. As always, our clients remain the pinnacle of responsibility in the operation of this organization. The Team continues to prioritize efforts to ensure that the needs of our clients are met. I truly believe this takes passion and dedication by our volunteers and staff. Kudos to Executive Director, Tina Montgomery who has done a tremendous job leading her team in a positive direction despite some hurdles the organization has experienced. The proactive leadership of Tina and her Management Team, has enabled them to successfully support our senior communities throughout Lanark, Leeds and Grenville despite funding and resource limitations. Programs continue to evolve and adapt, with the goal of ensuring that our clients remain connected, safe, and living independently.

On behalf of the SSS-CPHC Board, we appreciate and recognize the stellar services this organization provides to the senior vulnerable populations throughout our communities. With support from our growing list of partners, the staff are able to prepare and deliver services to an ever-growing number of clients. The team continues to ensure an integration of services that provides clients, caregivers and families a peace of mind.

I am constantly humbled by the dedication of all members of this organization but have the honour to observe the devotion of the Board and Senior Management Team. I can say without a doubt that it has been an absolute privilege to work with such a dedicated group of fine people.

Looking ahead, although there will be some ongoing challenges, I am confident that this strong, committed, and compassionate Senior Management Team, along with their equally amazing and dedicated staff, will continue to deliver prime services and supports. A newly published Strategic Plan, will lead the Team forward in their strategic direction to achieve their goals. Together, the Board and Senior Management Team will continue to guide the organization toward a very bright future with an Excellence in Service Delivery.

As evolution allows growth it also brings change. Tonight, we say goodbye to two Board Members, Lisa Temple and Cassie Cross. On behalf of the Board, I thank each for their contributions to the organization and we look forward to their ongoing support as public advocates for SSS-CPHC.

In closing, I would like to thank the SSS-CPHC employees for their ongoing dedication and ensuring that advocacy and support remains focused on seniors in our communities.

Sincerely,

Kevin Spencer, Chair  
Senior Support Services-CPHC Board of Directors



## Treasurer's Financial Summary for 2022/23



Senior Support Services-CPHC's Financial Statements for the year ended March 31, 2023, were prepared in alignment with Canadian Accounting Standards for Not-For-Profit Organizations. A copy of our audited financial statements is available by contacting us at 613-342-1747 ext. 2046.

### Statement of Operations

The Statement of Operations summarizes the overall operating results for Senior Support Services (CPHC). Revenues for the year ended March 31, 2023, were \$5.14 million, consisting mainly of government contributions (\$2.5 million) and client fees (\$1.93 million). Expenses were \$4.8 million, of which \$2.8 million was spent on wages and benefits. Supplies and Services were also a significant expense at \$980k. Almost \$500k was spent on the building and grounds which are owned by our organization.

We ended this fiscal year with a surplus position of almost \$267k.

This surplus, including Lifeline profits, donations and other revenue-generating activities, has enabled us to continue meeting our debt obligations, principally related to our building. This year we were able to reduce our long-term debt by almost \$88k.

### Program Details

Community Support Services are primarily funded by the Ministry of Health and Long-Term Care and are allocated by Ontario Health East. The balance of the funding is secured through client service fees, United Way funding, special grants, fundraising, and donations. These collective efforts ensure that we can continue to meet the growing needs of the communities we serve in an efficient and effective manner.

This year our operations, again had to adjust as we moved back towards a pre-pandemic service profile. We are building on what we learned through COVID-19, while looking forward to responding to the needs of the communities and clients we serve.

On behalf of the Finance, Audit & Risk Management Committee, I extend thanks to Senior Support Services (CPHC) staff and management for their efforts to deliver programs at a level of service the community has come to value from this organization. The energy and commitment of our staff continues to drive our success and allows us to look to the future in innovative ways as we work to support seniors and their desire to remain independent and active in their communities.

Respectfully submitted,

Mitch Bloom,  
Treasurer







## GREETINGS from the Executive Director:



As we say goodbye to another year and reflect on the changes, growth, and opportunities of 2022/2023, I acknowledge and commend our dedicated staff, volunteers, Management Team, and Board of Directors who worked collaboratively, *'giving it*

*their all'* to ensure that our senior communities were served and supported with opportunity to remain living in their homes and communities.

This past year we continued to see growth in our 'Meals on Wheels' program serving a total of 766 clients with 79,523 meals delivered. We were pleased to be able to continue serving a large demographic of seniors that we discovered during the pandemic, living in remote and rural areas, and in need of food security. With funding through the United Way Leeds & Grenville Community Investment Fund as well as the Ontario Community Support Program Fund through the OCSA (Ontario Community Support Association) we were able to provide nutritious meals and subsidize those unable to afford the meals. Our meal deliveries also serve as a 'wellness check', giving our staff and volunteers the opportunity to check-in and determine other needs that could be served. For many seniors who live alone, we are one of the few, if not the only, social contact they have most days.

We were also pleased to continue our partnership with the Brockville & Area Food Bank last year, where we assisted with food/grocery deliveries to their clients/patrons.

Last year we developed new partnerships with pharmacies in Mallorytown and Spencerville who reached out to us with an identified need for local foot care services. Offering us space in each of their facilities we were able to open two (2) new foot care clinics to serve their local seniors residents. This past year we delivered foot care services to a total of 1,065 seniors (774 new clients) in a total of 4,693 visits.

We were excited to partner with the Perth & Smiths Falls District Hospital adding Aphasia Conversation Groups to our Stroke Support Program, with group sessions running in Perth and Brockville. Last year was also a beginning for our weekly Stroke Specific Adult Day Program in Brockville, where stroke survivors can participate in a full day of activities each week, i.e. exercise, education, arts & crafts, socialization, etc.

Of the many opportunities we experienced last year, our Board and staff were pleased to develop a new Strategic Plan, providing us with key priorities and goals for the next five (5) years. There is a collective energy, enthusiasm, and passion among the staff and Board to mobilize the identified priorities with a goal to reduce/eliminate existing gaps in health and community services, provide full 'wrap around' client services and supports, and equal opportunity for seniors to access the necessary supports to keep them living and thriving in their homes and communities.

As a member agency of the Lanark, Leeds and Grenville Ontario Health Team (LLG OHT) we look forward to further development and implementation of identified priorities with a collaborative coordination and delivery of care and services to individuals in their local communities.

In closing, I cannot say enough about our wonderful, caring and generous volunteers who dedicate their time and energy to assist in delivering our services. You are truly treasured and we sincerely thank you!

To the staff and Management Team, I am proud of your hard work and your passion to ensure the needs of our seniors are met. Your ability to go above and beyond, thinking outside of the 'box' in unique situations to meet the individual needs is most admirable. Your efforts and contributions do not go unnoticed. I look forward to working with you all as we embark on the new fiscal year.

My sincere gratitude to our Board of Directors who continues to provide guidance, leadership, and support. You continue to hold the organization to a greater standard of stability and growth for the betterment of our clients, caregivers, staff, stakeholders and community at large. I am truly grateful for your leadership and commitment!

Sincerely,

A handwritten signature in dark ink, reading "Tina Montgomery". The signature is written in a cursive, flowing style.

Tina Montgomery,  
Executive Director.

# Strategic Priorities 2023-2028

November 2022, Senior Support Services-CPHC (SSS-CPHC) developed a new 5-year Strategic Plan which steps boldly into the local healthcare landscape where there is both profound need and profound benefit to be realized. This strategy is the lowest cost option to the healthcare continuum in terms of impact, human resources, and dollars. A dollar spent in community support services has shown to be the best investment, saving many costs incurred in the world of acute care, long-term care, and assisted living. Our strategy also has the benefit of being the best solution for clients, offering the best health outcomes with the lowest risk of negative impact on seniors, their caregivers, and families.



## KEY Priority

### **We will become the central hub for Senior Support Services.**

Enabling seniors to age gracefully in their own homes and providing support services that enable them to thrive in their communities leads to greater wellness, health, stability, and well-being. Closing **key gaps in the system** will enable greater use of this lowest-cost, best-outcome solution to support Ontario's aging population.

### HOW .....

- ✓ **Networking collaboratively with Partners.** We will comprehensively reach out to work collaboratively with the networks of community organizations used and trusted by seniors, as well as service providers supporting seniors, so that all parts of this network know that SSS-CPHC provides this wraparound service and is available as first point of contact to arrange services, staying connected with seniors to ensure continuity of care.
- ✓ **Enhance our Service Offerings.** Working with our service partners, we will roadmap all of the support services required by seniors vs. where and how they are offered through the area. Where appropriate we will work to enhance our own service offerings to address significant gaps. We will develop stable fundraising mechanisms that will allow us to deliver necessary services not funded provincially through healthcare dollars.
- ✓ **Increasing our Capacity to Deliver.** We will assess how effectively we are delivering services through each of our three human streams (employees, volunteers, and brokered workers) and will identify strategies that best suit the organization we are becoming.

**KEY GAPS IN THE SYSTEM** must be closed to enable greater use of this lowest cost, best outcome solution to support Ontario's aging population. Identified gaps:

- ***A persistent lack of awareness of available services.*** Potential clients, caregivers, and families continue to be unaware of the services available to them. In addition, there is difficulty in navigating the support service continuum to source and arrange support services.
- ***Potential clients who are without supports (family or friends living locally or a family physician).*** Individuals without family supports or a primary health care provider are slipping through the cracks, only showing up on the healthcare radar when they are in acute need.
- ***Overwhelming navigation process.*** The process entailed in researching, connecting with, and arranging support services from the appropriate agency is overwhelming to many seniors and family members, with many opting to 'go it alone' out of frustration.



#### **Working towards and improved future ....**

SSS is well-positioned to step into a path-finding role, where we could become known and trusted as the one-stop shop to connect seniors to support services. A network exists of community organizations that are known, trusted, and used by seniors and their families to meet a variety of needs .... healthcare and otherwise. A network also exists of service providers that offer community support services to seniors; however, there is often a breakdown in communications/referrals between organizations and therefore, there is a role for SSS to become the frictionless paths to service provision, ensuring that few seniors, caregivers, and families, are unsupported by the resources available.

SSS will work with Ontario Health and the Ontario Health Teams to find ways to demonstrate higher quality of life for seniors with lower overall impacts to the high-cost, high-intensity acute care system and government-run assisted living facilities.



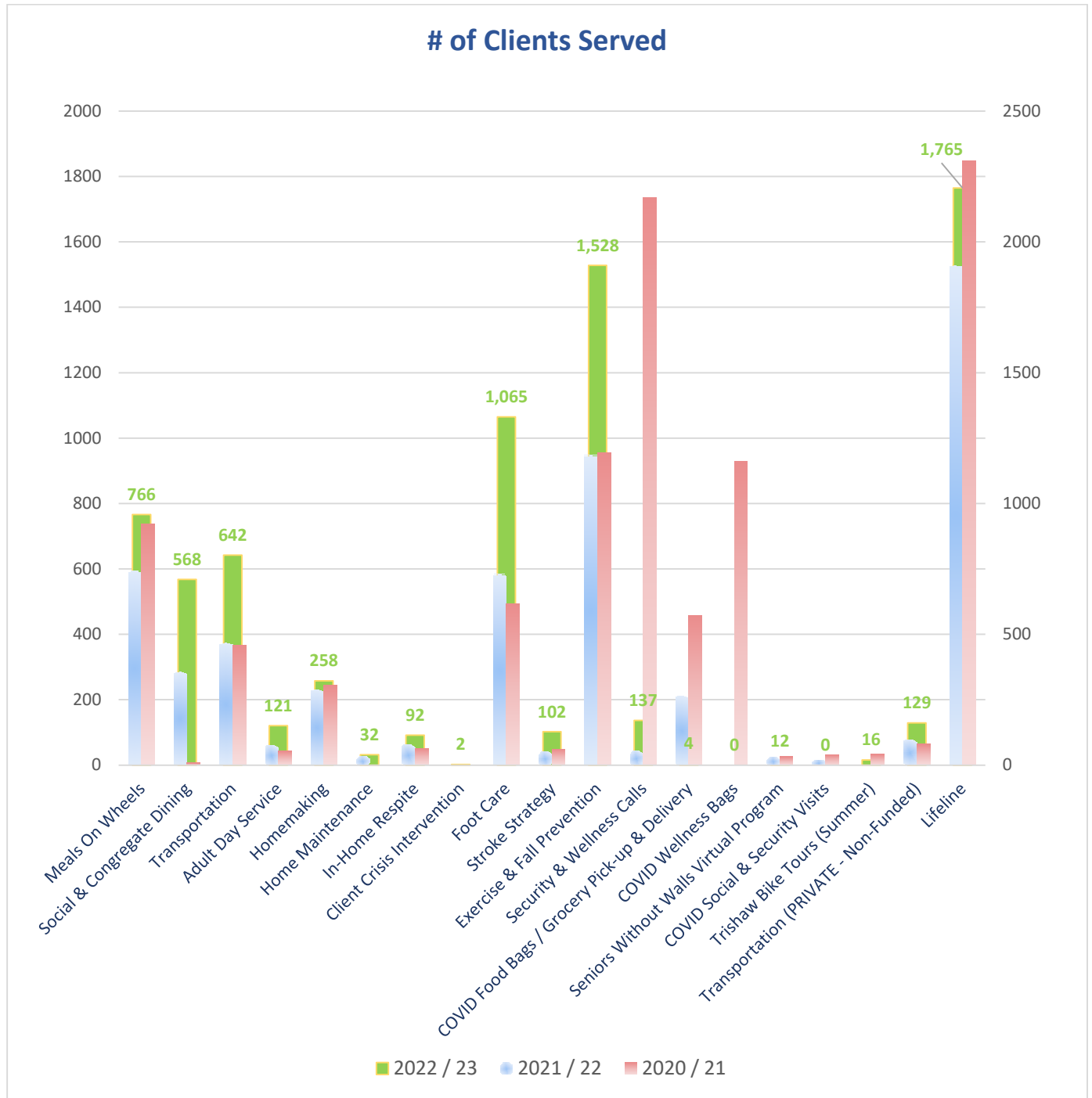
## FISCAL SUMMARY OF SERVICE STATS

Program / Services Programs funded by Ontario Health East	2022 / 2023		2021 / 2022		2020 / 2021	
	# Clients	Units of Service	# Clients	Units of Service	# Clients	Units of Service
Meals On Wheels	766	79,523	742	87,000	923	73,379
Social & Congregate Dining	568	3,861	357	1,709	8	30
Transportation	642	13,506	468	11,858	459	9,250
Adult Day Service	121	2,673	76	1,712	54	1,028
Homemaking	258	14,297	289	18,790	306	16,865
Home Maintenance	32	580	33	403		
In-Home Respite	92	6,834	78	7,739	65	5,418
Crisis Intervention	2	88	Funding Discontinued		Funding Discontinued	
Foot Care	1,065	4,693	729	3,305	616	2,167
Stroke Strategy	102	1,047	51	734	62	412
Exercise & Fall Prevention (EFP)	1,528	28,609	1,184	15,543	1,993	6,556
Security & Wellness Calls	137	635	53	640	2,170	4,052
<b>COVID Programs</b>						
COVID Food Bags	Discontinued		265	1,664	573	2,042
COVID Friendly Visit, Grocery Pick-up & Deliveries	4	8		55		360
COVID Wellness Bags	Discontinued		Discontinued		1,163	1,225
COVID Seniors Without Walls Virtual Program	12	123	29	1,071	32	422
COVID Visits for Socialization & Security	Discontinued		19	125	40	258
<b>NEW Clients in Fiscal Year</b>	<b>2,114</b>		<b>2,804</b>		<b>2,812</b>	
<b>TOTAL Clients Served / Service Encounters in Fiscal Year</b>	<b>4,241</b>	<b>156,397</b>	<b>3,729</b>	<b>152,348</b>	<b>4,975</b>	<b>123,581</b>
<b>NON-FUNDED / PRIVATE PROGRAMS</b>						
Trishaw Bike Tours	16	23	0	0	42	117
Transportation (Private)	129	1,575	97	1,114	80	910
CPHC Lifeline	1,765	16,384	1,910	16,813	2,311	17,144
<b>NEW Clients in Fiscal Year</b>	<b>547</b>		<b>523</b>		<b>383</b>	
<b>Total Clients Served AND Service Encounters in Fiscal year</b>	<b>1,910</b>	<b>17,982</b>	<b>2,007</b>	<b>17,927</b>	<b>2,433</b>	<b>141,893</b>

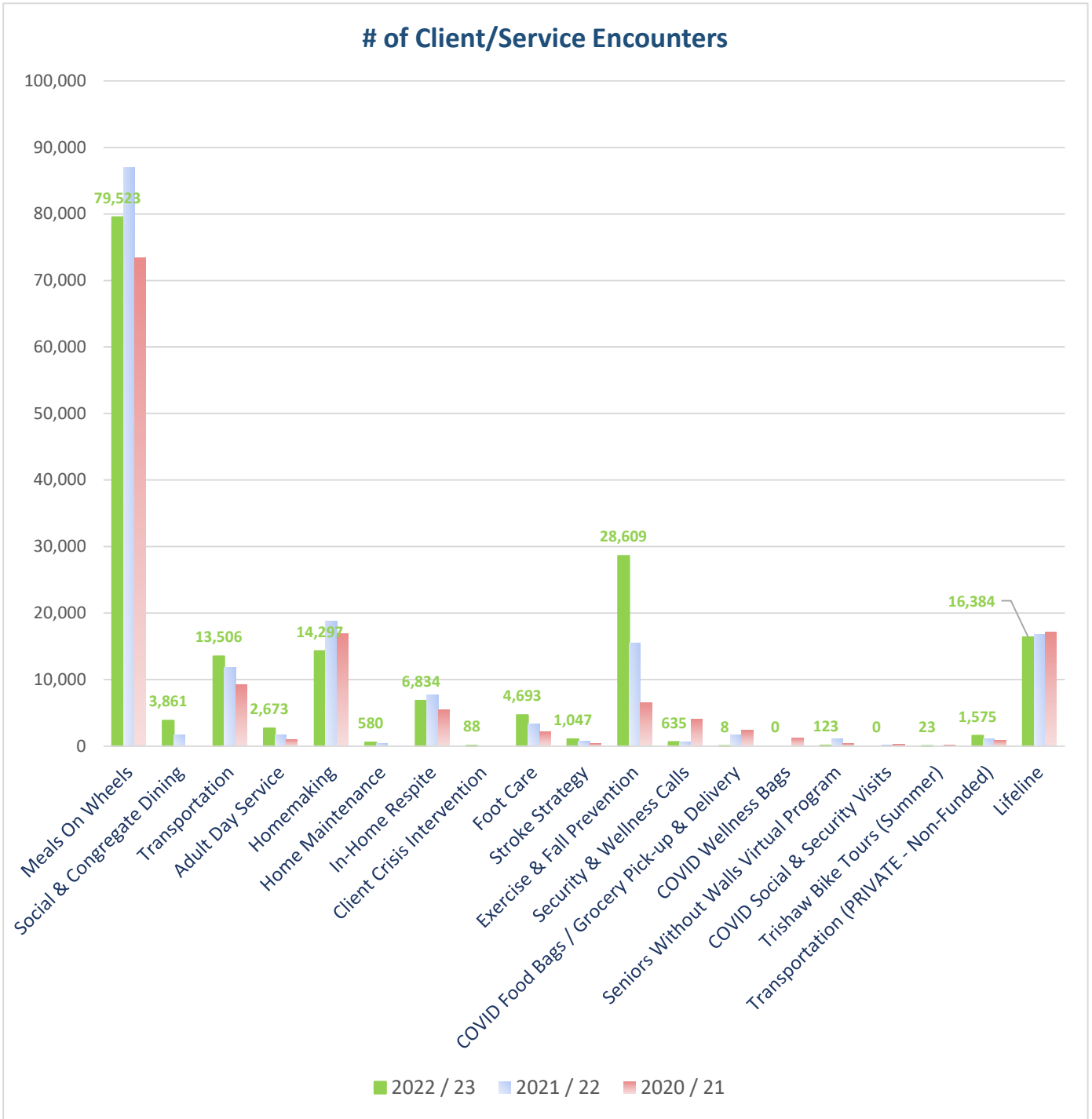
### NOTE:

- In early 2022/2023 we continued to recover from impacts of COVID, i.e. a decrease in volunteers, client/caregiver fears of returning to programs in congregate settings, etc. We began to see a significant increase in the 2<sup>nd</sup> half of the fiscal year with programs returning to more traditional trends for number of clients served, units of service delivery and growth.

## Number of Clients Served Over 3 Fiscal Years



# Number of Client Encounters/Visits Over 3 Fiscal Years



# Reflecting On 2022 / 23:

As we look back on another year of change, growth and post-pandemic recovery, we are pleased to reflect on our achievements, opportunities and their impacts in 2022-2023.



## Achievements:

### Strategic Plan:

Our Board and Management Team were very excited to develop a new Strategic Plan outlining clear goals and a strategic direction for the next 3-5 years. We look forward to embarking on the opportunities and new partnerships ahead as we mobilize the identified priorities to achieve the deliverables, i.e. addressing key gaps in the system, persistent lack of awareness of services available in our area, become a central hub connecting seniors, their families and caregivers to support services throughout Leeds-Grenville and Lanark.

### Secured Funding:

We were successful with our continued efforts to secure funding through various local and provincial grant opportunities last year. This enabled us to address the ongoing demand for meals (our Meals on Wheels program) and food security issues that so many seniors face. We were able to purchase more industrial freezers to accommodate the growing inventory of frozen meals, and the funding also allowed us to continue providing meal subsidies for those living with meagre financial means.

### Fundraising:

The launch of our first ***'Sponsor a Senior'*** Campaign, replacing the annual 'March for Meals' initiative, was a tremendous success. We were very pleased with the responses locally, as well as outside of our service areas, i.e. Ottawa, with businesses, industry, groups, and individuals generously donating to this great cause. We surpassed our goal to raise \$15,000 – sponsoring 400 meals for seniors – ending the Campaign with a grand total of \$20,000.

Media coverage for the campaign included weekly interviews on local radio stations, and the producing of a video on our Meals On Wheels program which aired on CTV news Ottawa, and CKWS. This also provided opportunity to enhance awareness of our organization and those we serve. We will look forward to our 2<sup>nd</sup> 'Sponsor a Senior' campaign in the next fiscal year.

# Impact & Value:

The reliance for many seniors on our programs/services and supports, is demonstrated through our performance stats over the past 3 fiscal years with a clear reflection of the demand for assistance during the pandemic.

As we transitioned back to more normal service trends (post-pandemic) in the past fiscal year, we saw growth in our Stroke Support Program that now offers additional supports for stroke survivors and their caregivers/families. The program now offers Aphasia Conversation Groups, and a weekly Stroke-specific Adult Day Program, which have been well-attended and appreciated by the consumers. We heard the needs of our clients and caregivers and responded; the 61% increase in clients accessing the services/supports, and client encounters which has more than doubled (from 412 to 1,047) is a clear reflection of the value this program offers.



# THANK YOU to our Tremendous BOARD OF DIRECTORS



Kevin Spencer, Chair



Jackie Smylie, Vice-Chair



Mitch Bloom, Treasurer



Sherry Anderson, Secretary



Who gave 497.9 hours of their time in 2021/22 contributing to Board, Board Committee meetings, LLG- Ontario Health Team & OCSA Governance meetings, and fulfilling other responsibilities as a Governance Board of Directors.



Sue Ash-Lindsay, Director



Matthew Armstrong, Director



Karen Cornish, Director



Julie McCarthy, Director



Cassie Cross, Director



Lisa Temple, Director



2235 Parkedale Avenue, Brockville, ON K6V 6B2  
613-342-3693 or 1-800-465-7646 or TTY Phone # 613-342-3678  
[www.cphcare.ca](http://www.cphcare.ca)