

# Senior Support Services (CPHC)

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

## 2023 / 2024

# ANNUAL REPORT





# Vision

SSS-CPHC will be an organization of choice for 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:

On behalf of the Board of Directors of Seniors Support Services – CPHC (SSS-CPHC), I would like to thank you for taking the time to read our organization’s Annual Report. We and the staff are proud to be part of this special organization that continues to serve the needs of our community seniors, as well as others with needs that are captured by our programming.

What makes SSS-CPHC particularly unique is the scope of its reach. Serving the population of Lanark, Leeds and Grenville, represents both challenge and opportunity. Geographically, we service two counties and twenty-four communities – from cities as large as Brockville, to smaller towns like Westport and Johnstown. While each of these communities is different, this region is one that has an older demographic and continues to attract older residents who appreciate what this area has to offer seniors. This means that the SSS-CPHC client base is growing and the need and demand for our services with it. At the same time, we need to be innovative and forward looking in what we provide and how we do it, knowing we service a growing, large and diverse population.

Our ability to provide a broad range of services is built on the foundation of an organization that blends long-standing and experienced staff, with newer employees who are excited about what we do and the direct impact we have on people’s lives. Whether it is a personal support worker providing in-home care and services, someone delivering footcare locally to 1,100 clients, or others working hard to prepare over 76,000 meals (Meals On Wheels Program) for delivery to people in their homes, our continuum of services is driven by our goal of helping seniors age in place and remain vibrant parts of their communities.

Volunteers are a big part of our formula for success. They may be the person driving out to someone’s home to take them to a medical appointment. They may be helping with our adult day service that brings seniors together for social activities, to meet new people and stay engaged with others. There are never enough volunteers to provide the help needed so if you are someone who likes to help others and make a difference in the lives of seniors in your community, reach out and join our efforts.

While the majority of our funding is provided by Ontario Health, we do need to thank those in our communities who donate to our organization to help cover our costs. These funds go directly to services, enabling us to continue to deliver our programs at the lowest cost possible. Whether it is participating in our popular car bingo events or providing a direct financial contribution to SSS-CPHC, every dollar makes a difference in supporting the well-being of seniors endeavoring to age in their homes and our communities.

Thank you, Board members, staff, volunteers, donors, and the many others who help SSS-CPHC make a difference each and every day.

Mitch Bloom,  
Chair, SSS-CPHC Board of Directors



## Treasurer's Financial Summary for 2023/24

The Senior Support Services-CPHC Financial Statements for year ended March 31, 2024, were prepared in compliance with Canadian accounting standards for not-for-profit organizations. A copy of our audited financial statements is available by contacting us at 613-342-3693 ext. 2046.

The Statement of Operations summarizes the overall operating results for Senior Support Services (CPHC). Revenues for the year ended March 31, 2023, were \$5.5 million, consisting mainly of government contributions (\$2.78 million) and client fees (\$2.1 million). Expenses were \$5.1 million, of which \$3.0 million was spent on wages and benefits. Supplies and Services were also a significant expense at \$1.0k. \$450k was spent on the building and grounds which are owned by our organization.

The organization ended this fiscal year with a surplus position of \$384,694. This surplus is derived from non-government funded activities such as Lifeline, fundraising and donations, and other income-generating activities. This was an improvement over last year's surplus and higher than budgeted for.

Cashflow from operating activities was a positive \$363,763. Incorporating financing activities such as repayment of the fixed term loan resulted in an overall positive cashflow of \$275,805 for the year.

The organization has a strong cash position of \$1,503,022 at the end of the fiscal year. This excess cash generated interest income in the amount of \$46,137 for the year ended March 31, 2024. Interest rates are anticipated to decrease throughout 2024/2025 resulting in lower rates of return.

The fixed-term loan, which had a balance of \$1,140,651 on March 31, 2024, is up for renewal in August of 2024. The current interest rate environment is less favourable than when the loan was established with a rate of 3.33%. Staff are working on ways to mitigate the expected interest rate increase to take advantage of future interest rate decreases.

The organization now has a positive unrestricted net assets balance which is the first time in several years. The Finance Committee has been and will continue to discuss ways in which the unrestricted net assets could be allocated for specific purposes to help support long-term sustainability.

On behalf of the Finance, Audit & Risk Management Committee, I would like to thank our exemplary 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,

Treasurer,  
SSS-CPHC Board of Directors



# Treasurer's Report





# From the Executive Director

## GREETINGS from the Executive Director:

2023 / 2024 was another busy year for the organization with a focus on our strategic direction and priorities, preparing for ONCA compliance by the October 2024 deadline, while navigating major transitions with our Information Technology systems.

This past year we switched to a new IT company/provider who has been tremendous in leading and supporting management and staff through major changes in our IT systems. Our server and telephone servers were nearing the end of their longevity requiring decisions on our best path forward. Following a gap analysis on the server and consideration of our options, we commenced the process for transition to a Cloud-based server with a focus on enhanced security against cyber-attacks, as well as privacy and security of stored information.

This was a major project that involved collaboration with software partners, i.e. NesdaTrak (client database/records program) and Mitrefinch (Time Management System) to make the transition to web-based programs. The project was not complete by fiscal end; however is near completion with testing underway.

We transitioned to a softphone system (MS Teams) last fiscal and began the process to move to a digital fax system which is nearly complete with testing underway. These were prudent decisions that will provide peace of mind with enhanced security, improved efficiencies, in addition to the cost savings that are already being realized.

Last year, we continued to see an increase in our services with a total of 7,480 client encounters and 179,515 units of service, exceeding the previous two (2) fiscal years. We were pleased to implement new two (2) new programs, Stroke-specific Adult Day and Parkinsons Adult Day, responding to needs identified by consumers. These programs have been well received. As we move into the new fiscal year, we continue to look at opportunities to that will address gaps and ensure that our seniors are being heard and have their needs met.

Unfortunately last year, funding for our Meals On Wheels program (Enhanced Funding for Ontario Community Support Programs) was discontinued. This funding, which was introduced during the pandemic, enabled our organization to ensure food security for our seniors and other vulnerable individuals during the previous two (2) fiscal years. We have had to start a wait list for the Meals On Wheels program as the demand far exceeds our funding threshold.

We are pleased with new partnerships we developed in 2023/24, i.e. The Cooperative Care Centre to provide footcare for unhoused seniors and holding a 'Boot Drive') and the Westport Seniors Group for volunteer services. As we move into the new fiscal year, we will continue to look for opportunities to develop more partnerships for the betterment of our senior communities.

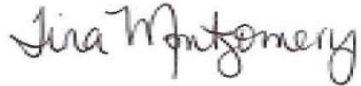
As always, I am pleased to thank our Board, management and staff for their dedicated support throughout another year of change and growth. As the saying goes, "It takes a village to raise a child" and in our case, it takes a dedicated team of caring, passionate, and driven individuals to support our seniors in fulfilling their wishes to 'age in place'.



# From the Executive Director

Of course, the work we do would not be possible without the tremendous volunteers who give their time and energy to serving our clients and caregivers, assisting with fundraiser events, etc. We are grateful for all that you do. You truly are heroes!

Sincerely,

A handwritten signature in black ink that reads "Tina Montgomery". The signature is written in a cursive, flowing style.

Tina, Montgomery,  
Executive Director

# Progress With Our Strategic Priorities

## 2023-2028

We continue to make progress with our strategic priorities, achieving goals identified in our 5-year Strategic Plan. Using a strategy that is the lowest cost option to the healthcare continuum in terms of impact, human resources, and dollars is our best solution in ensuring the best health outcomes with the lowest risk of negative impact on seniors, their caregivers, and families.

### KEY Priority: Be an organization of choice for seniors.



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.

#### Networking collaboratively with Partners.

We continue to build new partnerships, expanding our network with community organizations and service providers, promoting awareness of our who we are and the wraparound services and support we offer seniors within the continuity of care. We are now being approached by organizations/providers requesting partnerships through delivery of our services/programs to their clientele and/or communities. **New partnerships developed:**

- ✓ Upper Canada Family Health Team – for foot care services and provider training
- ✓ Country Roads Community Health Centre – for foot care services
- ✓ Parkinson's Society – to run a designated 'Parkinson's Adult Day Program.
- ✓ Pharmacies – for foot care services
- ✓ Westport Seniors Group – for volunteer services
- ✓ Local hospitals – for our Stroke Support Programs
- ✓ Cooperative Care Centre – for foot care services to 'unhoused' seniors.
- ✓ Community Paramedics.

As a member of the Lanark, Leeds & Grenville – Ontario Health Team we represent Community Support Services with a voice and leadership on the Collaboration Council and several LLG-OHT sub-committees.

#### Enhance our Service Offerings.

This fiscal year we implemented a 'stroke specific' Adult Day Program, responding to an identified need, beyond our Stroke Support Groups. This program has been positive for our clients who have survived stroke – providing a full day of activity, exercise, and education. As noted above, we have also partnered with the Parkinson's Society providing a designated 'Parkinson's Adult Day Program' in our facility.

Our fundraising events/initiatives have been more successful as we are becoming greater known as an organization and for our major fundraisers that are becoming 'signature' events, i.e. Big Money Car Bingos, 'A Night in Vegas/Nashville', etc. These larger signature events will enable us to deliver services and supports not provincially funded, as well to keep our fees for service low, and offer client subsidies for seniors without financial stability and are needing services.

#### Increasing our Capacity to Deliver.

We continue to assess how effectively we are delivering services through each of our three human streams (employees, volunteers, and brokered workers). This has enabled us to identify strategies that best suit the organization we are becoming.

## KEY GAPS IN THE SYSTEM

Closing gaps in the system to enable us to use this lowest cost, best outcome solution to support Ontario's aging population. Areas where we have identified gaps include:

### ***A persistent lack of awareness of available services.***

With a significant increase in promoting our services/programs through social media consistent presentations to various service organizations/community groups, as well as taking every opportunity to participate in health & wellness fairs at local hospitals, community events, etc., there is greater awareness of our organization, and the services we offer at the lowest possible cost. Potential clients, caregivers, and families are becoming more aware of our role within the in the continuum of care, with navigation of support services, delivery of care, and referrals to other needed supports.

***Potential clients who are without supports*** (family or friends living locally or a family physician) are slipping through the cracks, only showing up on the healthcare radar when they are in acute need.

Again, our efforts to promote our programs/services, the new partnerships we have developed, and our representation on the LLG-OHT's Collaboration Council and various sub-committees is helping to close this gap. In 2023/2024 we participated in the pilot of the new Care dove referral system initiated by the LLG-OHT Digital Health Working Group. The referral system is used by community paramedics, hospitals, physicians, etc.; however, individuals can also self-refer to our organization for services.

***Overwhelming navigation process*** to research, connect with, and arrange support services from the appropriate agency is overwhelming to many seniors and family members, with many opting to 'go it alone' out of frustration.

We have enhanced our networks, developing new partnerships, thereby increasing our ability to support and assist individuals navigating the system for health and support services. Our Service Coordinators continue to assist seniors in connecting with other required supports in their local communities, navigating the process for admissions to long-term care, and responding to other critical matters/requests outside of our day-to-day operations.





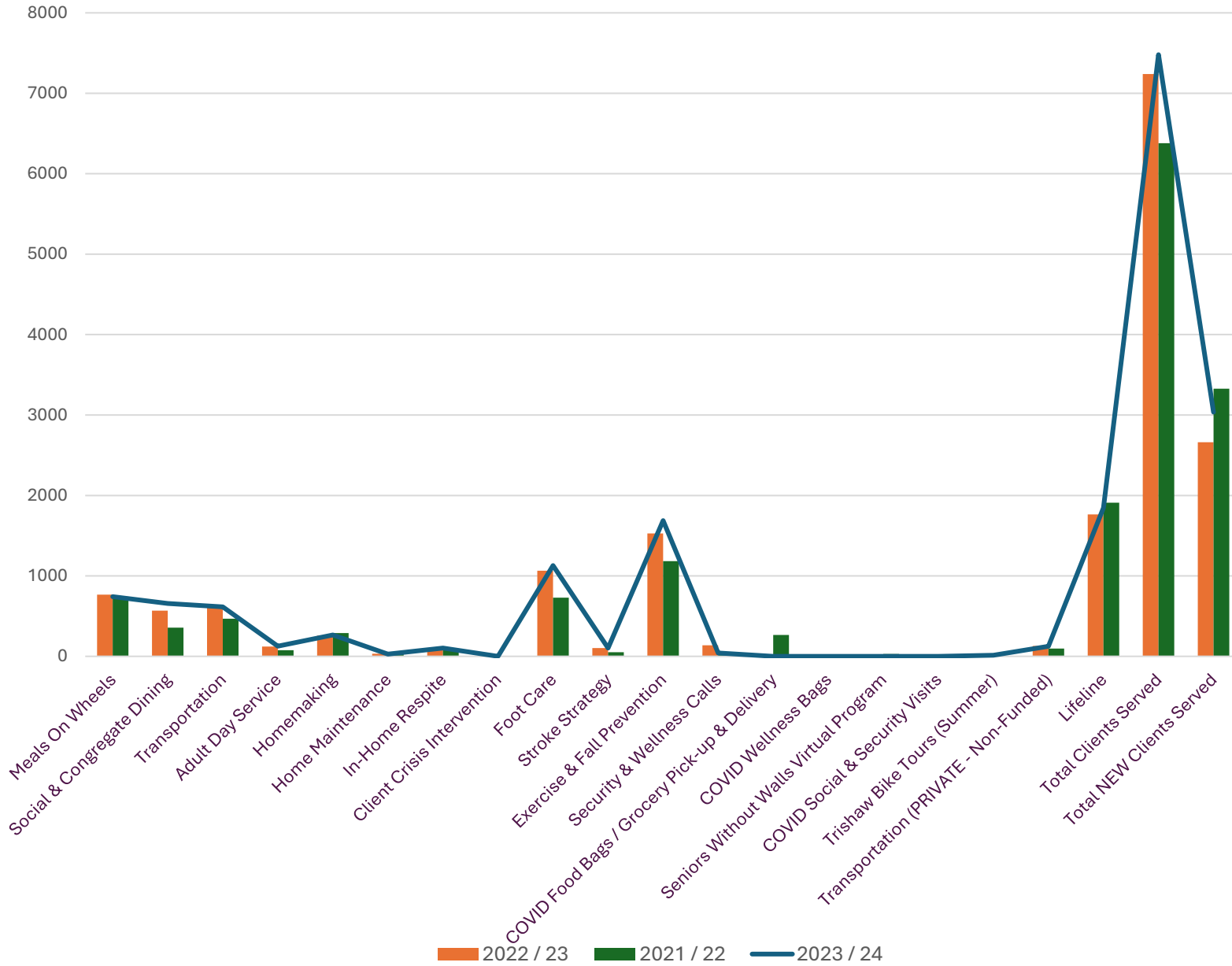
## FISCAL SUMMARY OF SERVICE STATS

Program / Services	2023 / 2024		2022 / 2023		2021 / 2022	
	# Clients	Units of Service	# Clients	Units of Service	# Clients	Units of Service
<b>Programs funded by Ontario Health East</b>						
Meals On Wheels	741	76,079	766	79,523	742	87,000
Social & Congregate Dining	657	4,924	568	3,861	357	1,709
Transportation	615	12,932	642	13,506	468	11,858
Adult Day Service	127	3,765	121	2,673	76	1,712
Homemaking	265	12,242	258	14,297	289	18,790
Home Maintenance	27	354	32	580	33	403
In-Home Respite	102	7,319	92	6,834	78	7,739
Crisis Intervention	Funding Discontinued		2	88	Funding Discontinued	
Foot Care	1,128	5,032	1,065	4,693	729	3,305
Stroke Strategy	103	1,194	102	1,047	51	734
Exercise & Fall Prevention (EFP)	1,688	36,407	1,528	28,609	1,184	15,543
Security & Wellness Calls	42	763	137	635	53	640
<b>COVID Programs</b>						
COVID Food Bags	Discontinued		Discontinued		265	1,664
COVID Friendly Visit, Grocery Pick-up & Deliveries	Discontinued		4	8		55
COVID Wellness Bags	Discontinued		Discontinued		Discontinued	
COVID Seniors Without Walls Virtual Program	Discontinued		12	123	29	1,071
COVID Visits for Socialization & Security	Discontinued		Discontinued		19	125
<b>NEW Clients in Fiscal Year</b>	<b>2,428</b>		<b>2,114</b>		<b>2,804</b>	
<b>TOTAL Clients Served / Service Encounters in Fiscal Year</b>	<b>4,483</b>	<b>161,011</b>	<b>4,241</b>	<b>156,397</b>	<b>3,729</b>	<b>152,348</b>
<b>NON-FUNDED / PRIVATE PROGRAMS</b>						
Trishaw Bike Tours	14	17	16	23	0	0
Transportation (Private)	125	1,873	129	1,575	97	1,114
CPHC Lifeline	1,846	16,612	1,765	16,384	1,910	16,813
<b>NEW Clients in Fiscal Year</b>	<b>608</b>		<b>547</b>		<b>523</b>	
<b>Total Clients Served AND Service Encounters in Fiscal year</b>	<b>1,985</b>	<b>179,513</b>	<b>1,910</b>	<b>17,982</b>	<b>2,007</b>	<b>17,927</b>

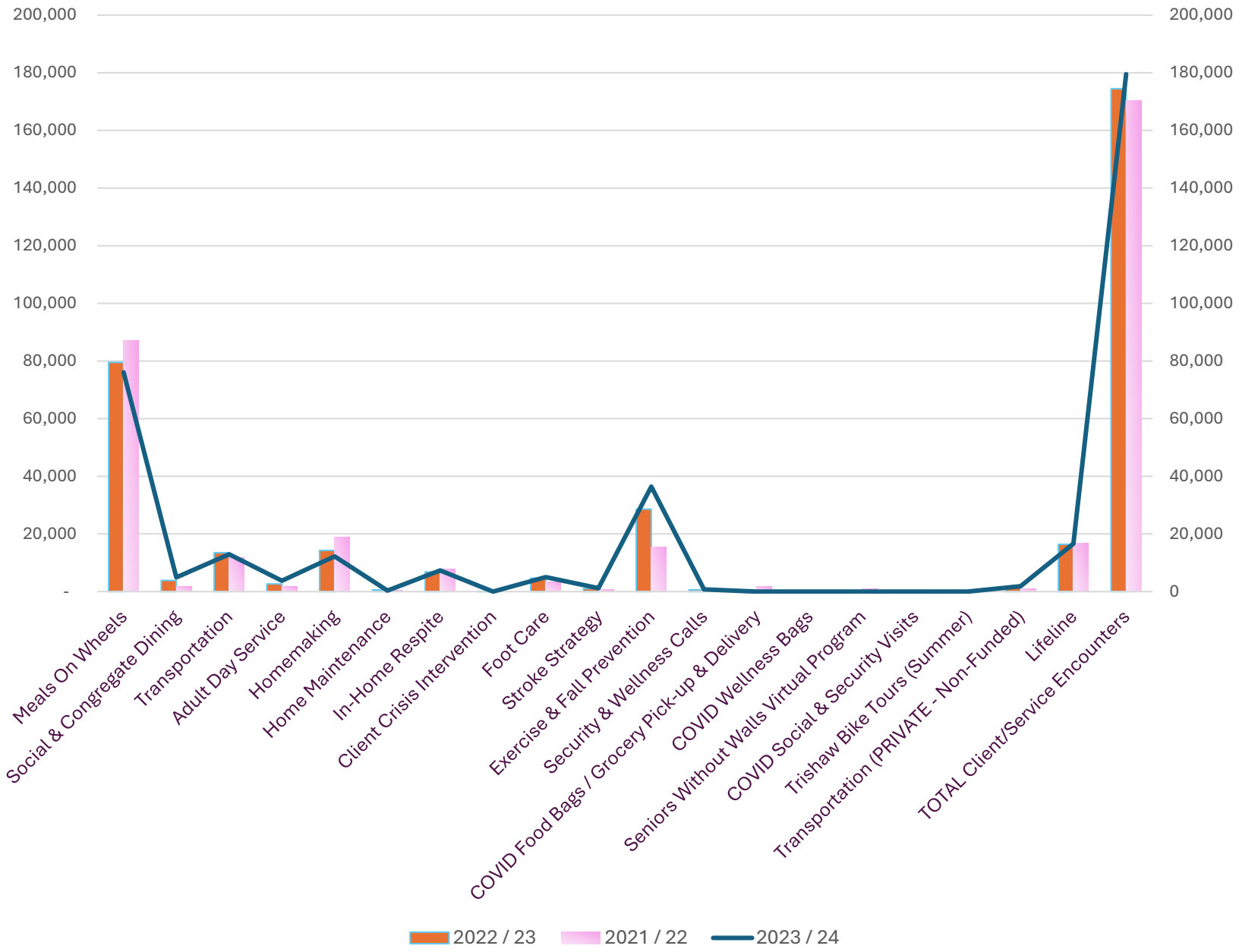
### NOTES:

- 2022/2023 was a recovery year for us as we worked to overcome the impacts of the pandemic, that impacted service volumes in some programs due to a significant drop in volunteer numbers, clients/caregivers feared a return to programs in congregate settings, etc.
- In 2023/2024, the enhanced funding for Ontario Community Support Programs was discontinued. This funding, introduced in response to the pandemic, enabled us to meet an unusually high demand for our Meals On Wheels program throughout the pandemic. We were also able to use this funding to provide subsidies for those unable to afford meals to ensure equal opportunity for food security. Without this funding, we unfortunately, have had to create a 'wait list' as the volume of need for our Meals On Wheels far exceeds the funding threshold.

## # of Clients Served



### # of Client/Service Encounters





# VOLUNTEER APPRECIATION DINNER DECEMBER 2023



We are sincerely grateful for our wonderfully dedicated volunteers who are a critical component of our service delivery. In 2023/24 a total of 289 volunteers made 13,033 visits and encounters with our clients, giving a total of 28,880.25 hours of their time, and travelling a total of 684,220.4 kms.

What an amazing accomplishment! Kudos to you all!



# NIGHT IN VEGAS FUNDRAISER - May 2023



# CAR BINGO FUNDRAISER

## SUMMER 2023



# THANK YOU to our Tremendous BOARD OF DIRECTORS



Mitch Bloom, Chair



Susan Ash-Lindsay, Vice-Chair



Matthew Armstrong, Treasurer



Sherry Anderson, Secretary



In 2023/24 our Board Directors gave 336.2 hours of their time to attend Board and Board Committee meetings, and fulfill other obligations as a Governing Board of Directors



Karen Cornish, Director



Melanie Jones, Director



Julie McCarthy, Director



Jackie Smylie, Director



Kevin Spencer, Director



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