



**Peel Senior Link**  
*helping seniors live independently*

Enabling community-based independent living for seniors who might otherwise require more institutional settings, such as Long-Term Care homes or hospitals.

**2017 - 2018 Annual Report**

# Board Chair and CEO Annual Report 2017-2018



## **'Congratulations – 93.6 % Achievement of Agency Business Plan Goals in 2017-2018'**

It takes an excellent team working together with a common vision to achieve 13 of 16 goals. This is the result of our work (clients/caregivers, staff and Board) this past year moving the five-year strategic plan forward and achieving the goals and measured outcomes set out in our annual business plan (highlighted at our Client Service Team meeting, planned annual training & education all staff days, and Family Caregiver & Client Advisory Panel)

Major achievements include:

- 86.3% client satisfaction survey rating
- 87% family caregiver satisfaction survey rating
- successful community engagement and Canada 150 event
- enhanced service capacity with MHLHIN approval of Queen Frederica site
- research partner with Sheridan College Elder Research Centre addressing Isolation & Loneliness

- CW LHIN – Home & Community Care Transformation and Collaboration workplan
- balanced budget, and clean audit during challenging economic times
- met all funder performance obligations
- Successfully negotiated a 4--year Collective Agreement with SEIU
- Board meeting survey result of 4.4% out of 5 – 88% satisfaction

These outcomes will serve us well in current and future partnerships, and enhanced relationships with stakeholders as we launch the Board approved 2018-2019 Business Plan.

In response to the all staff days evaluation feedback, we have been busy working to address them. The newly launched Recognition & Awards program was well received and appreciated by all staff. One of our key strategies to improve timely communication was to provide a work email account for all front line workers. This has enabled us to provide effective communication directly with all employees, including scheduling information, mileage reimbursement notices, media releases, new and updated policy, newsletters, etc.

This has further been supported by our website refresh, that has received positive feedback from several different stakeholders.

The Board of Directors in partnership with the CEO has provided excellent governance oversight from continuous improvements to measurement tools, to ensure that business plan goals and tactics are in alignment with and driving forward the five-year Strategic Plan. Board committees have been hard at work addressing workplans and have provided the Board with excellent reports and recommendations to enable required and productive oversight. The Board has been actively engaged with the LHINs through Central West and Mississauga Halton LHIN G2G sessions, and the MHLHINs six-year strategic plan development. Board members have been engaged in governance learning opportunities sponsored by the LHINs, Volunteer Mississauga Brampton Caledon, Ontario Community Support Association, Institute of Corporate Directors, etc.

Corporate staff have been touring sites for events and meetings including Swapnil, Charlene, Victoria, Aisha, Marybeth, and myself. Edith Ebeye who took a Footcare – Basic and Advanced for RN & RPN course at Mohawk College, is working to expand the successful clinic to other PSL sites on the initial pilot.

We continue to serve seniors through our partnerships with Seniors Life Enhancement Centres bathing program for Adult Day Program clients as well as



Community residents, and the Integrated Seniors Team program in partnership with SHIP and Punjabi Community Health Services. A new innovative partnership is with the Region of Peel –Paramedic Services pilot program through the Community Paramedics@Clinic and McMaster University Department of Family Medicine at two Peel Living sites to reduce emergency calls and hospital admissions.

The Family Caregiver & Client Advisory Panel has expanded its reach and number of client and caregiver representatives this past year. They have actively participated in several meetings and provided excellent input and decision making support through the Quality & Community Engagement committee e.g. review and input for the family and client satisfaction surveys, and input on recommendations for the Schulich School of Business, MBA students and Community Engagement event Board reports.

The Board of Directors held its' Annual General and Board meetings on June 25<sup>th</sup> and elected three new Board members for a total of 11 Board members to serve in 2018-2019. These community volunteers provide critical strategic and policy direction, and governance oversight for the organization in partnership with the CEO as the sole employee reporting directly to the

Board. Senior Management Team members serve on Board committees in a resource capacity.

We wish to thank Board committee chairs and members (Finance, Audit & Risk Management; Quality & Community Engagement; and Governance) which provided excellent leadership, reports, and recommendations for Board policy decision making in carrying out its critical governance role.

The agency has continued to focus on quality service and excellence and was recognized as such:

- OCSA 25<sup>th</sup> Anniversary Leadership Award to Raymond Applebaum, CEO
- IoT conference presentation
- Health Quality Ontario – IDEAS presentation
- Medication Management Program presentation at the HQO transformation symposium

We serve as a committee member with the CSS Knowledge Exchange with OCSA and Inter Rai Canada which is based at the University of Waterloo. This work over the next year will further our skills and knowledge in the enhanced utilization of Inter-Rai Cha assessment and care planning data for client and service decision making and integrated care plans. The committee will also utilize outcomes of our work to better



educate the LHINs on the role of CSS within the broader health system, and capacity to maintain at risk seniors with complex needs independently in the community to avoid emergency and hospital visits, and LTC placement, as a highly cost-effective and enhanced quality of life solution.

Existing and new partnerships and collaborations were further developed and initiated this year along with the approval of a partnership policy and criteria to provide for improvements to integrated service provision:

- Integrated Primary Care Team proposal with CVFHT
- CW and MH LHIN sub region charters
- Ontario Home for Good, and Trillium Health Partners proposals, and MHLHIN – contracted service proposal to support hospital surge and HHR challenges
- Creditvale Mills Community Wellness Hub space and service expansion, and hiring of Tenant Coordinator
- Telus – addressed technology privacy, and elder abuse issues for seniors



We are working collaboratively with the MH & CW LHIN VP's including Home & Community Care, to review how best we can collaborate and integrate services, and develop short and long term plans for Patients First transformation.

As well, I have participated with OCSA in local LHIN meetings with the CEO's to educate and inform them on the critical role of the CSS sector and discuss cost pressures including base budgets and Bill 148 new cost implications; challenges; and opportunities to leverage our capacity to achieve Patients First outcomes.

I am pleased to note that the CW LHIN has approved a base increase for all CSS and MH&A providers, and the MHLHIN has formed a work group to discuss future allocations including base funding enhancements, and the engagement of providers in supporting the decision making process for the allocation of funds. In addition, the MOH&LTC has provided an allocation in Q4 to support the implementation of Bill 148 and wish to recognize the advocacy efforts of OCSA to achieve the allocation of these funds in collaboration with the Ministry of Health & Long-Term Care.



We wish to acknowledge and thank our funding and housing partners for their generous support, particularly the Mississauga-Halton and Central West LHINs, Region of Peel – Peel Living and Community Investment Program, Ministry of Health & Long-Term Care, Wisma Mega Indah, Wawel Villa, Corporate and Individual Donors.

Looking forward to working with our employee team, clients/caregivers, Board of Directors, health and social system partners, funders, and the community to achieve the 2018-2019 business plan goals together!

Wayne Howard  
Board Chair

Raymond Applebaum  
Chief Executive Officer



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*helping seniors live independently*

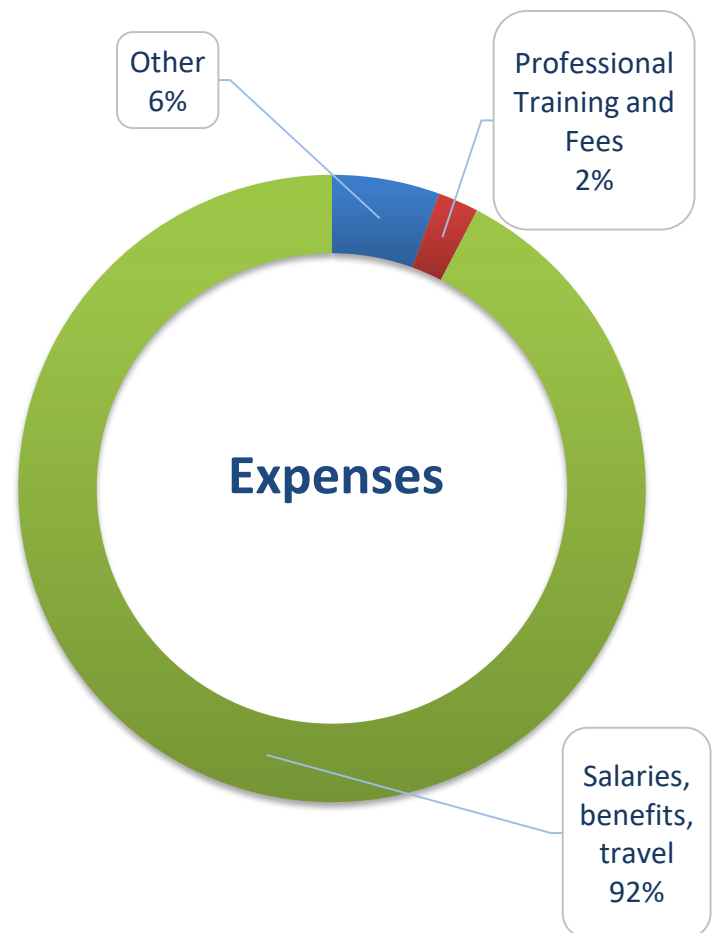
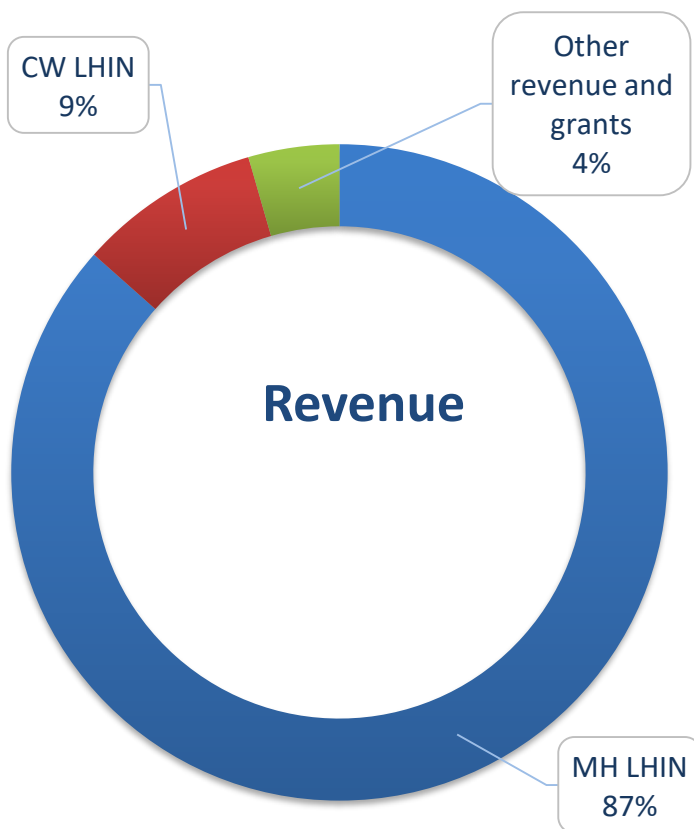
# Audited Financial Statement 2017-2018



## Peel Senior Link Statement of Operations

For the year ended March 31				2018	2017
	General	MH LHIN	CW LHIN	Total	Total
<b>Revenue</b>					
Funding					
-MH LHIN	\$ -	\$ 6,594,191	\$ 667,228	\$ 7,261,419	\$ 6,696,585
-MH LHIN one time	-	29,984	-	29,984	78,534
-CW LHIN one time	-	-	19,420	19,420	23,356
-Less: Due to Ministry	-	(203,676)	-	(203,676)	(391,576)
Donations	11,395	-	-	11,395	10,554
Other (Note 7)	331,285	-	-	331,285	336,810
	<b>342,680</b>	<b>6,420,499</b>	<b>686,648</b>	<b>7,449,827</b>	<b>6,754,263</b>
<b>Expenditures</b>					
Advertising	-	5,659	-	5,659	2,171
Communications	499	53,010	6,260	59,769	51,843
Insurance	-	11,082	707	11,789	11,059
Office and supplies	4,314	184,538	34,267	223,119	213,030
Professional fees	14,915	41,719	5,288	61,922	175,698
Purchased services	10,178	80,478	8,082	98,738	112,508
Rent and occupancy costs	-	105,165	6,563	111,728	65,089
Salaries and benefits	256,443	5,794,581	619,926	6,670,950	5,957,069
Training	27,404	62,507	4,329	94,240	70,738
Travel	8,391	81,760	1,226	91,377	75,678
	<b>322,144</b>	<b>6,420,499</b>	<b>686,648</b>	<b>7,429,291</b>	<b>6,734,883</b>
<b>Excess of revenue over expenditures for the year</b>	<b>\$ 20,536</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,536</b>	<b>\$ 19,380</b>

# Audited Financial Statement 2017-2018



# Our Impact 2017-2018



Total 24/7  
Clients Served  
**322**



New 24/7  
Clients Served  
**103**



Total Resident  
Days per Year  
**117,530**



ER Visits  
Diverted  
**103**



Savings from  
diverted ER  
**\$40,929<sup>1</sup>**



LTC Diversions  
**36**



Satisfaction  
**87.6%**

1. [Seniors' Use of Emergency Departments in Ontario, 2004-2005 to 2008-2009.](#)  
February 2010. Canadian Institute for Health Information



Peel Senior Link  
Board of Directors  
2017-2018



**Wayne Howard**

Chair

**Cathy Chernysh**

Vice-Chair

**David Kviring**

Treasurer

**Janice Tuffnail**

Board Director

**Swaroop Dogra**

Board Director

**Mark Hudson**

Board Director

**Derek Rodrigues**

Board Director

**Randy Norris**

Board Director

**Tim Burns**

Board Director

**Emily O'Sullivan**

Board Director

**Salima Neek Gilani**

Board Director

**Raymond  
Applebaum**

Board Secretary &  
CEO