



Peel Senior Link
helping seniors live independently

COVID-19

Leadership, Management, and Mitigating Risk for Clients/Caregivers,
Staff, Volunteers and the Broader Health & Human Service System to
Maintain a Safe Work & Living Environment

Congratulations and Thank You to our Front Line, Client Supervisors,
Administrative and Management Support Staff for Business Continuity!

2020 – 2021 Annual Report

Board Chair and CEO Annual Report 2020-2021



COVID-19

Who knew it was coming!

At the outset we thought that the announcement of a global pandemic was going to be with us for a short period of time, certainly not the current 13 months and counting that we have experienced to date.

Fortunately, we formed a Covid-19 Leadership Task Force at the outset which has proven to serve us extremely well. We were able to manage communications (letters, memos, and videos) centrally for consistent and timely messaging including policy & protocols established, and directives and guidelines provided by the MOH<C, Ontario Health, and Public Health.

As a result of policies directed at stabilizing our workforce, we were able to minimize the impact (13% to 20%) front line worker reduction and maintain our service capacity at 95%.

We were able to pivot to virtual service delivery early on in order to address client needs with a reduced workforce

to maintain a safe and healthy environment. This has proven to be a key factor in minimizing contact and only having two site outbreaks (2 individuals positive within a 14-day period) declared over the past year with a total of 0.5% of 320 clients, and 0.5% of 175 staff having tested positive to date. We are grateful to Peel Public Health who supported us with contact tracing and provided excellent support and direction in returning everyone back safely, and to the Mississauga-Halton Local Health Integration Network who provided Infection Prevention & Control (IPAC) support.

We were invited to serve on several Public Health committees to support the overall Mass Immunization & Planning Process teams to facilitate the development of a Region wide plan and its implementation. We appreciate and acknowledge the regional response to our request for mobile clinics to vaccinate seniors in our service buildings (including the homebound) and their decision to also vaccinate the homebound living in the community. We have advocated for the vaccination of essential caregivers and understand that they will be eligible in the next phase of the roll out.

As active partners in the Mississauga (M-OHT) and Brampton Etobicoke Ontario Health

Teams (BE-OHT) we participated in supporting the development of mobile community-based testing clinics for the broader community, as well as the development of and access to Personal Protective Equipment (PPE's) supply chains.

We also serve as a partner with the BE OHT and the Region of Peel in the High Intensity Supports at Home (HISH+) program which is funded by the Central West LHIN H&CC. This program enables the transition of complex and high need patients at William Osler who are waiting for LTC placement to return home in the community with wrap-around support by service partners. 'The family now has time for self-care and to go for a walk, and they are so thankful for the help'.

We experienced 3 extensions this past year due to Covid-19: SEIU and PSL agreed to a one-year extension of the Collective Bargaining Agreement; Accreditation Canada agreed to a one-year extension of our 4-year exemplary standing accreditation for review and renewal; and the LHINs provided a one-year extension to our M-SAA's which were transferred to Ontario Health effective April 1st, 2021.

We wish to express our appreciation to the Region of Peel, Mississauga-Halton & Central West LHIN's, Federal New Horizons program, and MOH<C PPE stock pile for Covid-19 funding and supply support.

'Congratulations – 89% Client Experience Survey Result and 90% Achievement of Agency Business Plan Goals in 2020-2021'

It takes an excellent team working together with a common vision to fully achieve our goals, in the face of challenges presented by Covid-19. This is the result of our work (clients/caregivers, staff and Board) in moving year five of the refreshed strategic plan forward and achieving the goals and measured outcomes set out in our annual business plan.

Major achievements include:

- 89% client satisfaction survey rating
- Enhanced representation of clients/caregivers on the Family Caregiver & Client Advisory Panel - 64% of all service locations
- Met all funder compliance & performance obligations
- Clean audit
- Board annual survey result of 4.7% out of 5 – 94% satisfaction
- Overall revenue growth from \$8.2M in 2019-2020 to \$9.2M in 2020-2021(12% increase)
- Grants & proposals of \$1.5M a 5-year comparative high (90% increase over previous year)
- Non-LHIN funding now accounts for 6% of our total revenue
- Development of the Peel Council on Aging through research, community engagement, and By-Laws and Articles of Incorporation in preparation for implementation in fiscal 2021-2022

One of our key strategies is to improve the utilization of technology for enhanced service provision and client/caregiver experience. We are in the process of transitioning our client and staff management software to Easy Care, in partnership with Circle of Care/Mount Sinai Hospital.

These outcomes will serve us well in current and future partnerships, and enhanced relationships with stakeholders as we launch the Board approved 2021-2022 Business Plan.

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. Board members have been engaged in governance learning opportunities sponsored by the LHINs, Volunteer MBC, Ontario Community Support Association, Institute of Corporate Directors, etc.

Our partnership with Seniors Life Enhancement Centres has seen the pause in the bathing program as the Adult Day Program has had to close its on-site programs due to Covid-19. SLEC introduced an activity kit which we have introduced for 100 of our clients to address social isolation. The Integrated Seniors Team (IST) program in partnership with SHIP and Punjabi Community Health Services has continued to serve the community.

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 virtual 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 caregiver and client satisfaction surveys and analysis of the summary results.



The Board of Directors held its Annual General and Board meetings on June 25th, 2020. Two board members did not renew their term of office, and the Board elected one new Board member for a total of 10 Board members in 2020-2021. 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, Governance, the Working Group on Health System Transformation, and the Special Committee) which provided excellent leadership, reports and recommendations for Board policy decision making in carrying out its critical governance role, particularly during Covid-19.



Derek Rodrigues,
Board Chair



Raymond Applebaum,
Chief Executive Officer



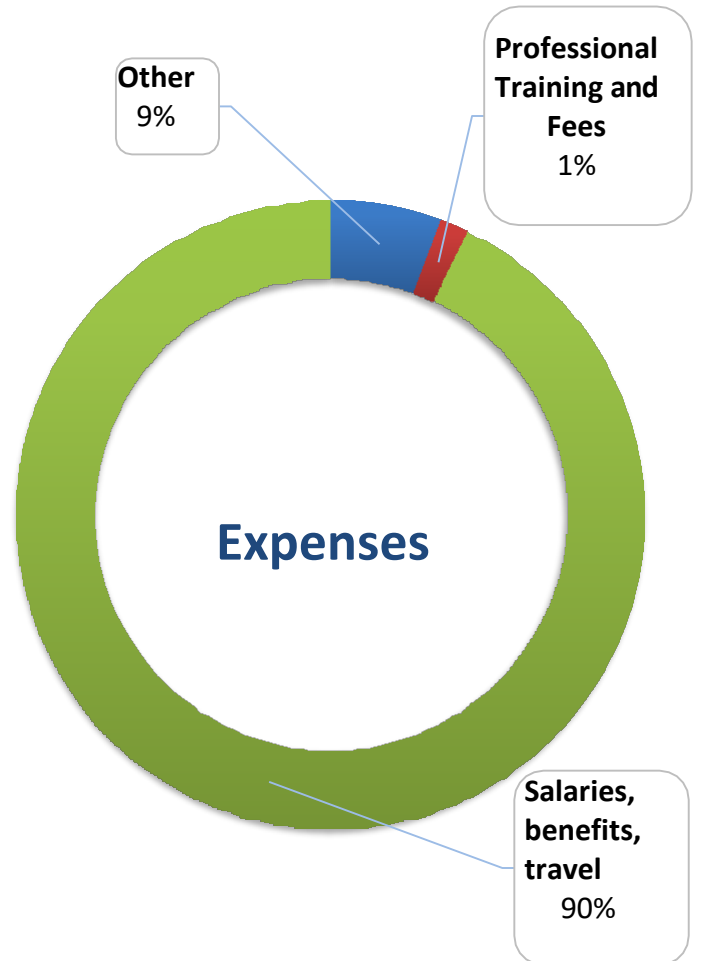
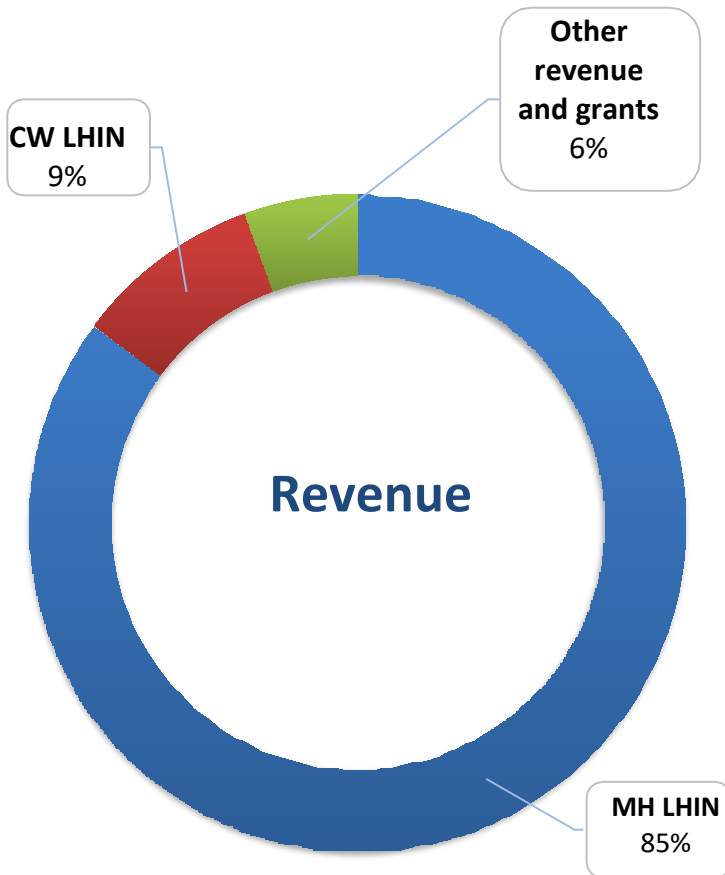
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Statement of Operations

For the year ended March 31				2021		2020	
		General	MSA	MH LHIN	CW LHIN	Total	Total
Revenue							
Funding							
LHIN	\$	-	-	\$ 6,615,565	\$ 688,512	\$ 7,304,077	\$ 7,410,865
MH LHIN one time (Note 12)		-	-	1,202,497	-	1,202,497	513,259
CW LHIN one time (Note 12)		-	-	-	231,432	231,432	70,038
MSA		-	52,853	-	-	52,853	42,574
Less: Due to Ministry (Note 5)		-	-	(13,649)	(72,160)	(85,809)	(242,606)
Donations		20,083	-	-	-	20,083	20,928
Other (Note 9)		448,754	-	-	-	448,754	390,005
Interest		672	-	3,864	-	4,536	14,239
		469,509	52,853	7,808,277	847,784	9,178,423	8,219,302
Expenditures							
Advertising		-	-	4,000	-	4,000	2,890
Communications		6,361	237	106,469	17,586	130,653	131,126
Insurance		-	-	21,717	-	21,717	19,769
Office and supplies		40,511	9,951	230,812	25,706	306,980	204,820
Professional fees		65,122	-	60,005	-	125,127	94,092
Purchased services		52,578	7,458	113,670	43,330	217,036	123,693
Rent and occupancy costs		1,767	-	104,615	5,600	111,982	113,520
Salaries and benefits		264,923	34,913	7,079,952	753,182	8,132,970	7,416,471
Training		1,101	-	6,204	787	8,092	24,187
Travel		5,248	294	80,833	1,593	87,968	106,712
		437,611	52,853	7,808,277	847,784	9,146,525	8,237,280
Excess (deficiency) of revenue over expenditures before undernoted items							
		31,898	-	-	-	31,898	(17,978)
Other income (expenditures)							
Amortization		(16,072)	-	-	-	(16,072)	(10,777)
Deferred capital contributions		14,606	-	-	-	14,606	8,803
Excess (deficiency) of revenue over expenditures							
	\$	30,432	\$	-	\$	-	\$ (19,952)

Audited Financial Statements 2020-2021

Audited Financial Statement 2020-2021



Our Impact 2020-2021



Total 24/7
Clients Served
375



New 24/7
Clients Served
63



Total Resident
Days per Year
114,219



ER Visits
Diverted
92



ER
Diverted
Savings
\$77,464¹



LTC Diversions
44



Satisfaction
89%

1. (2011) HOME First Shifts care of Seniors to HOME. LHInfo Minute, Northeastern Ontario Health Care Update

Peel Senior Link
Board of Directors
2020-2021



Derek Rodrigues

Chair

Wayne Howard

Vice-Chair

David Kviring

Treasurer

Cathy Chernysh

Board Director

Lawrence D'Souza**

Board Director

Salima Jiwani

Board Director

Jolie Tadros*

Board Director

Steve Moysey

Board Director

Gail Walker

Board Director

Rohit Kumar

Board Director

Raymond Applebaum

Board Secretary &
CEO

*Resignation

November 15, 2020

**Resignation

June 6, 2021