



ANNUAL REPORT

2021-22

COVID-19 Leadership, Management, and the Mitigation of Risk for Clients/Caregivers, Staff, Volunteers, as well as, 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!



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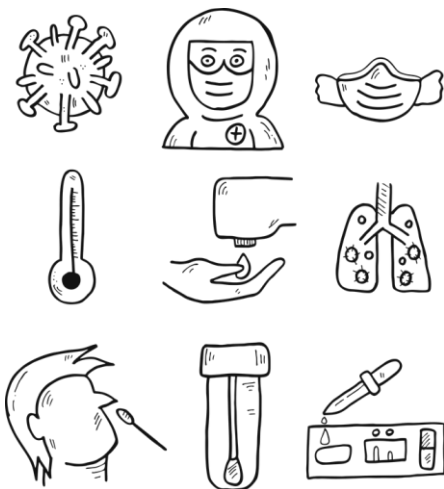


BOARD CHAIR & CEO MESSAGES

COVID-19

Another year has passed, another year we have continued to provide care excellence to vulnerable older adults in our communities through multiple measures and restrictions. March 11, 2020, marked the day the World Health Organization declared COVID-19 spread as a global pandemic. From the onset of the Pandemic, we were able to pivot our service model to a virtual platform, for many program offerings to our clients in the community.

We consistently reviewed Peel Public Health, Ontario Medical Officer of Health, and Ministry of Health policies and guidelines and continue to apply them accordingly to agency policies and directives. We also supported mobile clinics in our service locations for clients, general tenant population, the homebound in our service locations, and community neighborhoods.



Our COVID-19 Leadership Task Force continued to ensure the secure health and safety of our clients, family caregivers and staff on a daily basis by:

- Utilizing the Joint Health & Safety committee for input and support.
- Preparing and distributing common messaging to clients, family caregivers, as well as, our governance Board; regular memos indicating updates/changes to all staff.
- Working in collaboration with Peel Living and Peel Housing Corporation to protect clients and tenants.
- Serving on Peel Public Health and Ontario Health Team committees and work groups in the development of vaccination and support strategies.

BOARD CHAIR & CEO MESSAGES (cont'd)

Major Achievements

'Congratulations – 89% Client Experience Survey Result and 92% Achievement of Agency Business Plan Goals in 2021-2022'

Successful implementation of virtual programming, including Meditation Mondays, Tech Tutors, Virtual Visitors program, Activity Kits, intergenerational programs in partnerships with local area high school and more! Even more exciting, we were able to bring back in-person programming at multiple site locations. COVID-19 precautions as outlined in our policies, as well as, in our agreement with Peel Region are being followed. Our volunteer program is also kick-starting.

We continued to support critical organization and HR initiatives, including:

- Continued delivering virtual wellness programming to all staff (e.g., Newsletters, site-wide contests, webinars, live games)
- Created custom e-learning courses to meet organization-specific training needs (e.g., Health Equity, Privacy, Cybersecurity Awareness)

- Beginning return of HR presence at sites, including scheduling and attending site meetings.
- Continued expansion of partnerships with colleges to address PSW workforce shortage. We focused on placement students from Sheridan, Seneca, Humber, and DPCDSB. Most students were hired after their placement, helpful in recruitment, as well as, reducing training costs. We also took part in a virtual job fair at Sheridan.
- Rewards and recognition: shout outs, e-gift cards, virtual staff town halls, employee of the year.
- Pandemic related activities: communicated changes in legislation through memos, graphics, and meetings; provided vaccination education, documented staff's vaccination receipts, managed staff LOAs and RTWs.
- Revised all HR and OHS policies and developed a new work from home policy.
- Successfully negotiated the extension of the Collective Agreement for another year.

Accreditation

Our Accreditation survey was postponed from February 2021 to February 2022 with Accreditation Canada. This decision was made due to the impact of COVID-19, not only on the organization, but also particularly on the staff and clients. Peel Senior Link remained Accredited with Exemplary Standing during this postponed period.

BOARD CHAIR & CEO MESSAGES (cont'd)

We commenced our Accreditation journey with virtual meetings on February 14-15 with Governance and Leadership discussion groups along with Community Partners' focus groups. On-site visits took place on May 16-17 along with Client and Family Caregiver focus groups. Surveyors reported that PSL met 100% of applicable standards and Required Organizational Practices. We have been Accredited for the third time with Exemplary Standing under the Qmentum accreditation program from May 2022 to May 2026.

“Peel Senior Link has gone beyond the requirements of the Qmentum accreditation program and demonstrates excellence in quality improvement. It is accredited until May 2026 provided program requirements continue to be met.” – Accreditation Canada



Our successful standing could not be possible without the efforts of the entire organization from the engaged efforts of the Board of Directors, Leadership team, Operations, Human Resources, Supervisors and our passionate and dedicated front-line staff of Personal Support Workers and Home Helpers. We would like to express our sincere gratitude of the high quality care excellence provided to vulnerable older adults in our communities.

“Accreditation Canada commends Peel Senior Link for its ongoing work to integrate accreditation into its operations to improve the quality and safety of its programs and services.” – Accreditation Canada

Engagement and Strategic Planning

After a one-year delay due to COVID-19, the Strategic Plan 2022-2025 was facilitated through 3 sessions, key informant interviews, and a survey including the engagement of PSL stakeholders/partners; governance Board; staff; volunteers; and clients/caregivers. We were delighted to have Dr. Sacha Bhatia, Ontario Health serve as our guest speaker during the inaugural session.

We initiated a group, inviting a few governance Boards to meet to discuss common issues and expanded to six Organizations: PAARC (Peel Addiction Assessment and Referral Centre); Dixie Bloor Neighborhood Services; SHIP (Services and Housing in the Province); Punjabi Community Health Services; Peel Senior Link and Heart House Hospice. At the joint Boards generative discussion meeting, Ted Ball, was the speaker on 'Role of Boards with Ontario Health and Ontario Health Teams'.

Lastly, PSL completed a year of submitted shared indicators with the BE OHT Indicator Working Group; reporting on virtual visits.

BOARD CHAIR & CEO MESSAGES (cont'd)

We have refreshed our agency logo thanks to pro-bono branding provided as a selected applicant by Capacity Canada. We are grateful for this support and acknowledge their work.

Ontario Health & Ontario Health Teams

Peel Senior Link has been actively engaged as partners and leaders in the development, service (i.e. High Intensity Seniors at Home + program), and governance leadership since the inception of the Mississauga and Central West Ontario Health Teams. PSL CEO serves on the Mississauga and CW Ontario Health Teams (OHT) Collaboration Councils (governance bodies); the Ontario Health (Central) CSS Advisory Table; and this past year served as the interim Executive Lead with the M-OHT.

In addition, PSL Information Management Officer served as a member of the CW-OHT Performance Indicator working group and the COO served on the Digital working group.

PSL was pleased to have at the PSL stakeholders' strategic planning session, Dr. Sacha Bhatia, Ontario Health, Population Health and Values Based Health Systems Executive serve as its guest speaker.

Leadership and Advocacy Support

- Peel Public Health COVID-19 Leadership Table
- Peel Solutions Lab – Igniting Housing Possibilities for Older Adults
- Regional Community Response Table – Future State 2.0
- Peel Council on Aging - Incorporated non-profit with inaugural Board and Community Engagement Survey with a focus on the impact of COVID-19 and lessons learned (over 500 responses region wide)
- Election webinar series with the OCSA, Advantage Ontario, Alzheimer's Society of Ontario in partnership with the Metamorphosis Network
- CBC Marketplace Interview – Assisted Living – Hub & Spoke Model
- Presentation to the Ministry of Finance, Pre-Budget Consultation 2022 including recommendations on permanent PSW wage enhancement, and a base funding increase
- Meeting with M.P.P. Natalia Kusendova to receive Ontario Trillium Foundation certificate and discuss agency challenges and opportunities
- Community Support Services Advisory Table – Ontario Health (Central)

Research & Innovation (Partnership with the Institute for Better Health at Trillium Health Partners)

- Medication Management Program
- Balance of Care Study
- Person-Centred Segmentation Study
- Social Enterprise – Business Case submission with the Region of Peel

Peel Council on Aging

- Incorporated non-profit with inaugural Board and Community Engagement Survey with a focus on the impact of COVID-19 and lessons learned.



Derek Rodrigues,
Board Chair



Raymond Applebaum,
Chief Operating Officer



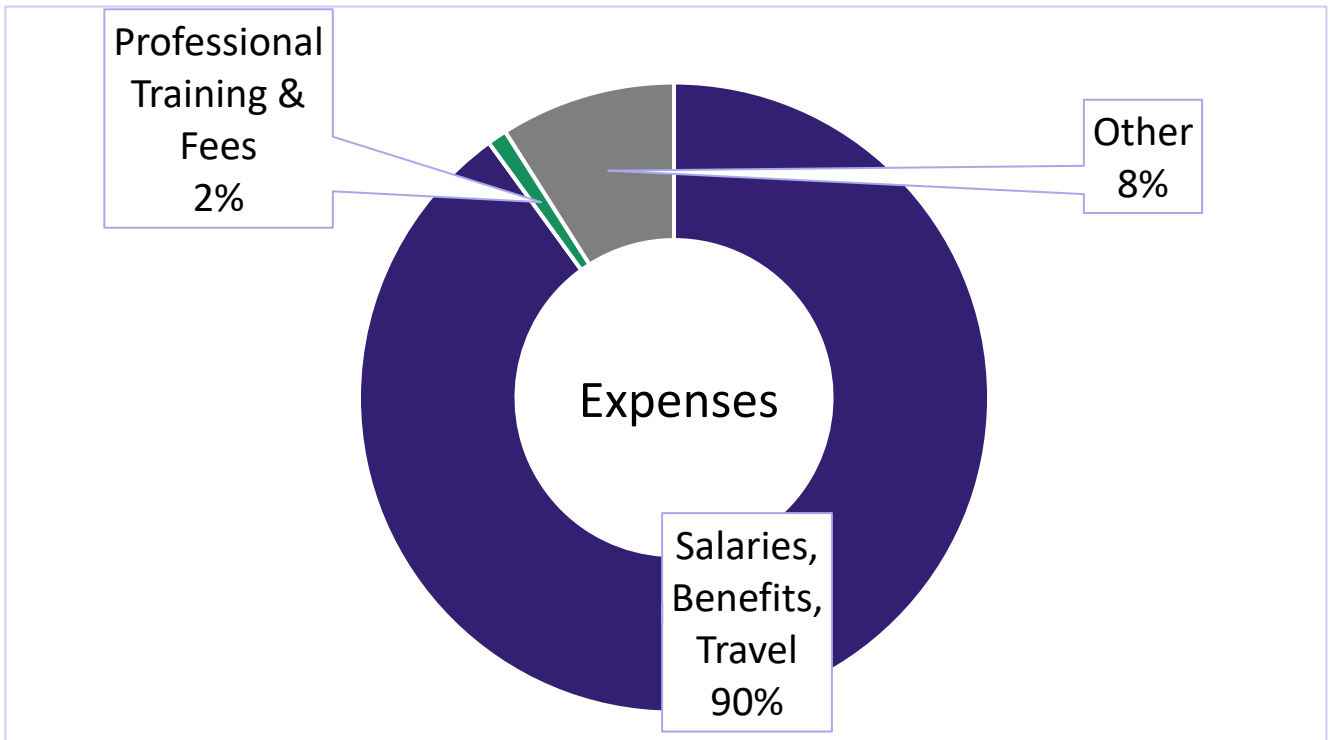
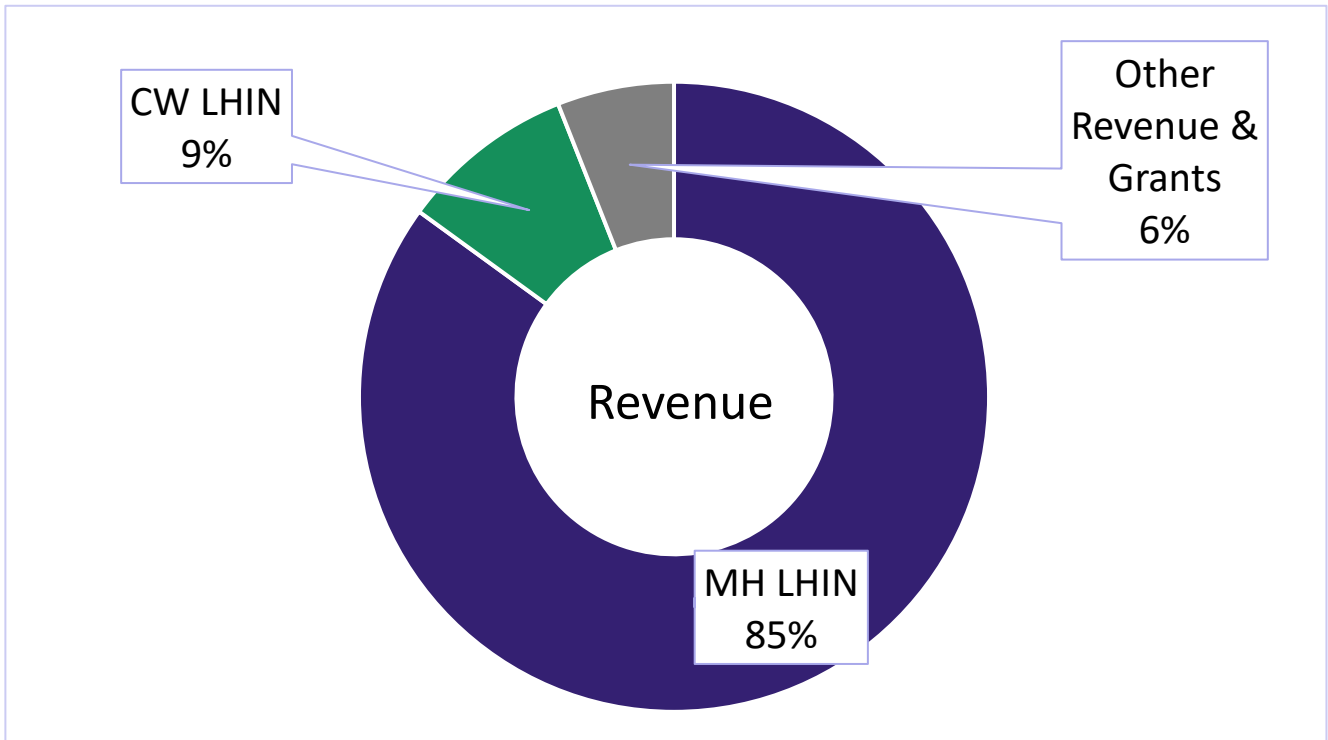
FINANCE

Audited Financial Statement 2021-22

Peel Senior Link						
Statement of Operations						
For the year ended March 31				2022	2021	
	General	MSA	MH LHIN	CW LHIN	Total	Total
Revenue						
Funding						
LHIN	\$ -	-	\$ 6,752,519	\$ 702,758	\$ 7,455,277	\$ 7,304,077
MH LHIN one time (Note 12)	-	-	933,981	-	933,981	1,202,497
CW LHIN one time (Note 12)	-	-	-	98,436	98,436	231,432
MSA	-	76,019	-	-	76,019	52,853
Less: Due to Ministry (Note 5)	-	-	(81,760)	(9,991)	(91,751)	(85,809)
Donations	21,194	-	-	-	21,194	20,083
Other (Note 9, 12)	408,573	-	3,915	-	412,488	448,754
Interest	461	-	2,086	-	2,547	4,536
	430,228	76,019	7,610,741	791,203	8,908,191	9,178,423
Expenditures						
Advertising	-	2,190	2,820	-	5,010	4,000
Communications	5,410	480	104,651	17,295	127,836	130,653
Insurance	-	-	25,533	-	25,533	21,717
Office supplies	37,214	34,486	223,635	21,993	317,328	306,900
Professional fees	63,729	100	81,589	-	145,418	125,127
Purchased services	-	-	95,739	22,439	118,178	217,036
Rent and occupancy costs	-	-	103,030	5,600	108,630	111,982
Salaries and benefits	261,435	38,331	6,895,673	719,108	7,914,547	8,132,970
Training	200	19	15,082	2,066	17,367	8,092
Travel	4,915	413	62,989	2,702	71,019	87,968
	372,903	76,019	7,610,741	791,203	8,850,866	9,146,525
Excess of revenue over expenditures before undernoted items	57,325	-	-	-	57,325	31,898
Other income (expenditures)						
Amortization	(27,080)	-	-	-	(27,080)	(16,072)
Deferred capital contributions	22,482	-	-	-	22,482	14,606
Excess of revenue over expenditures \$	\$ 52,727	\$ -	\$ -	\$ -	\$ 52,727	\$ 30,432

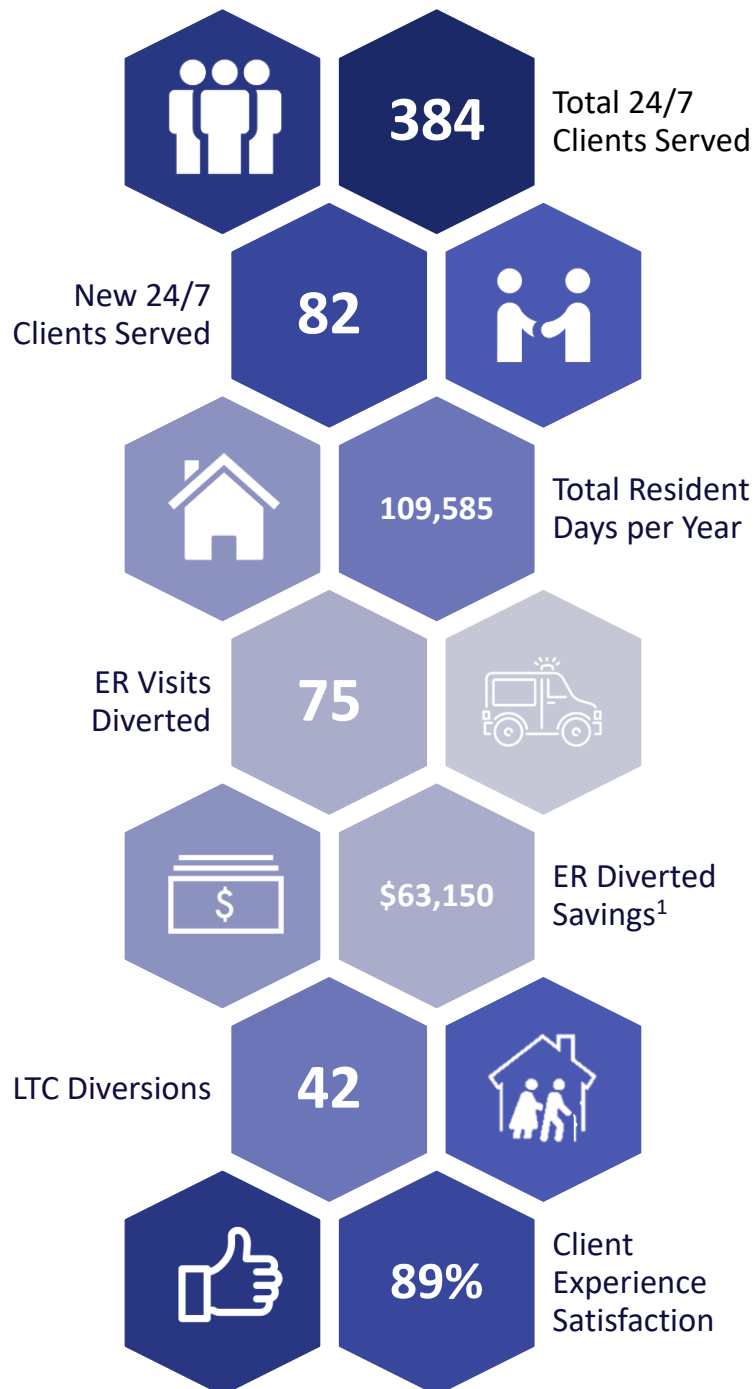
The accompanying notes are an integral part of these financial statements.

FINANCE (cont'd)



OUR IMPACT

Impact Stats



BOARD OF DIRECTORS

Directors & Positions 2021-22

Derek Rodrigues	Chair
Wayne Howard	Vice-Chair
Steve Moysey	Treasurer
Cathy Chernysh	Board Director
Rohit Kumar	Board Director
Sandy Ueno	Board Director
Gail Walker	Board Director
Cindy Maingot	Board Director
Larry Swartz	Board Director
Saeed Walji*	Board Director
Neville Madan	Board Director
Salima Jiwani**	Board Director
Raymond Applebaum	Board Secretary & CEO

* Resignation June 12, 2022

**Resignation September 16,2021