



ANNUAL REPORT 2019 - 2020



Keeping you in your home longer

Where You Will Find Us

HCSS is a not-for-profit multi-service agency, governed by a 7-member *volunteer* Board of Directors. A core of 125 professional staff and over 850 volunteers provide *community support services* to residents of Grey and Bruce counties.

HCSS serves the Counties of Grey and Bruce. The total population of the area served is approximately 165,000 permanent residents.

The largest Centre is Owen Sound, with a population of approximately 22,000, which is where our head office is located. The area is 70% rural and 30% urban (towns of 1000+). This is a large geographic area being 150 km long and 100 km wide with low levels of population density.

Get in touch

Head Office

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1350 16th Street, Owen Sound N4K 6N7*

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Like and share us on Facebook: www.facebook.com/HCSSGreyBruce/

Mission Statement

Home and Community Support Services of Grey-Bruce is a team of caring staff and volunteers who provide community based services that support independence and enhance the quality of daily life for seniors, adults and their families.

Our Purpose is to manage and deliver Ministry of Health approved support services to eligible seniors, and physically disabled adults within Grey and Bruce counties and the City of Owen Sound.

Our Services assist clients to maintain their independence within their community, and their daily lives.

Board Chair's Message



An Annual Report usually highlights what has been accomplished in the past year and signals what to expect in the coming year. Its tone and cadence are usually grateful, reassuring and somewhat foretelling.

As the Covid-19 pandemic impacts all of us, Board members have been reminded that we are grateful to the staff, volunteers, clients and caregivers for their leadership, compassion, and perseverance. Additionally, we are grateful for the people, associations and businesses who have reached into their pockets and donated so that Home and Community Support Services can reach more people who, otherwise, may not have been able to safely access food and supplies.

We are re-assured that we have been able to do this whilst keeping clients, volunteers, and staff safe – particularly during the early stages of the outbreak. What is to come? Home and Community Support Services needs to continue to modify how it connects to and supports clients and caregivers – just as all other parts of our health system and economy must.

While we are figuring this out, we also need to carry on with some of the other longer-term strategies and policies.

Last summer and fall, the Board was actively supporting the organization's re-branding strategy with the intent of using that re-branding to attract new sponsorships and partnerships. That refreshed look came online in January and more people are connecting

with us – either to find out what is going on, share good news or to pay for a service. The Board has always identified our people as the most important factor in determining the quality of our services and the success of our relationships. We continue to work with Management to develop strategies to effectively recruit, train, retain and grow our people as well as evaluate structures and culture that will contribute to our ongoing success. This work needs to continue as we manage the constraints imposed by the pandemic.

Working together, involving clients and caregivers, restoring a sense of shared purpose and appreciation for those who work in health care, simpler ways to share information and resources – these are all promises of a local Ontario Health Team. Some preliminary work began last year to scope how that would begin in Grey Bruce. Momentum was building to bring together Boards, staff, clients, patients, and caregivers to design what we wanted that to look like here. Then the response to the pandemic kicked in for all our protection (thankfully so).

We saw in that local response – people coming together to share expertise, share plans and approaches that supported each other, share supplies and equipment – most notably personal protective equipment. As we have in the past – we came together when it mattered. We need to continue to come together and we need to re-engage on the promises of a local Ontario Health Team to sustain our momentum and prepare our health system for the future.

On behalf of the Board, thank you for your support.

Dave Zago, Board Chair

Executive Director's Report



After working in community healthcare for almost 30 years I can truly say the end of the 2019/2020 operational year and the beginning of the current year are unlike anything I've ever experienced. The pandemic that was declared in March had an immediate and profound impact upon service delivery at HCSS. For this reason, this year's annual report will look very different than those of previous years. I am briefly going to summarize some of our highlights and challenges from the past year while the rest of the management team have written abbreviated updates of what is happening across our service delivery spectrum since mid-March.

Up until early February 2020 our year was unfolding much like we anticipated and not dissimilar to other recent years. We experienced some growth in our Adult Day, Overnight Respite and medical transportation services as they are typically operating at 100% or more capacity. Three new wheelchair accessible vehicles were funded and purchased at the year end and succession planning began as two members of the four-person senior management team will be retiring in the not too distant future. Our financial position was strong with a noticeable increase in financial donations from previous years and a new and shorter logo, modern website and refreshed Facebook page were created in order to make accessing HCSS services, volunteering or making a financial donations easier.

As the spread of Covid-19 continued across North America and the rest of the globe, it became very apparent that bringing vulnerable people together in group settings was not going to be an option and under the direction of the

Ministry of Health our Adult Day, Overnight Respite, social transportation and all volunteer delivered services with the exception of Meals on Wheels were suspended. The head office was closed from mid-March until early June and the management team, team leaders, finance department began working from their homes in order to redesign our service delivery so that we could obtain the stamp of approval from the Grey Bruce Health Unit to safely provide some level of service to our most vulnerable clientele. One of the brightest spots during this time was our Meals on Wheels program. It was quickly determined that our Meals on Wheels volunteers could still deliver meals on a daily basis if they knocked on the door, set the meal tray on a chair or stool that had been placed outside of the home and then retreat to their cars and watch to ensure the meal recipient was able to retrieve their meal. The delivery of hot and frozen meals between mid-March and mid-August has increased very significantly as many people either had difficulty getting out to shop or were not comfortable shopping for themselves and ordered Meals on Wheels as an alternative.

Throughout this entire time frame, our paid drivers continued to provide life-sustaining medical transportation, Day Program and Housekeeping employees called their clients on a regular basis to check in and make sure they were doing okay, had groceries and sufficient medications and rose to each challenge like the caring professionals they are. The Board of Directors met through various virtual platforms to keep updated upon changes to our service delivery, challenges, health and safety concerns and offered support and encouragement during a very trying time.

Anyway, today is a new day and although our service delivery looks very different than it did at the end of last year, we continue to plan, adapt and expand in order to provide these essential services to the citizens of Grey and Bruce.

Andy Underwood, Executive Director

Making a Difference

Case Management

HCSS provides Case Management which is an electronic community health assessment to assist in the care planning process for specific clients living in the community. This service is provided by a registered staff member who meets with potential or existing clients in their homes or hospital prior to discharge if necessary to develop an individual service plan.

This tool is also utilized to identify and track developing health issues which may require additional or more intensive services.

	Year-End March 31	
	2019/20	2018/19
# of Client Assessments	637	201
# of Persons Served	590	201



Day Away

Day Away provides seniors and adults a day out of their home and gives their family members who are providing care a day off. This program provides socialization and medical monitoring for participants as well as music, laughter and other assisted activities.

	Year-End March 31	
	2019/20	2018/19
# of Client Days	22,312	21,929
# of Persons Served	482	494
# of Volunteers	176	198



Friendly Visiting / Telephone Reassurance

Volunteers visit and/or call socially isolated individuals in their homes.

	Year-End March 31	
	2019/20	2018/19
# of Visits	619	797
# of Persons Served	26	38
# of Volunteers	34	31



Making a Difference

Meals on Wheels

Hot nutritious meals are delivered by volunteers to the homes of people unable to obtain prepare their own meal. Frozen meals are available for days that hot meals are unavailable and for people living in outlying areas where hot meals are not available.

	Year-End March 31	
	2019/20	2018/19
# of Meals Served	58,694	57,728
# of Persons Served	846	853
# of Volunteers	504	637



HCSS Transportation Services

HCSS Transportation Services is a support service which provides scheduled transportation for defined, non-emergency medical and social appointments. Transportation is provided to individuals who meet the eligibility criteria by trained volunteers using private vehicles and paid drivers using wheelchair accessible vans. There is a nominal client fee for the service based upon the distance and funding.

	Year-End March 31	
	2019/20	2018/19
# of Trips	50,624	51,204
# of Persons Served	1,362	1,556
# of Volunteers	192	270



Housekeeping/Home Help

This support service delivers housekeeping to individuals who live in their own homes and are unable to maintain household chores or prepare adequate nutrition.

	Year-End March 31	
	2019/20	2018/19
# of Hours of HSKP	15,678	17,336
# of Persons Served	560	651



Making a Difference

Overnight Respite

The Overnight Relief program is available every weekend, alternating between our Hanover and Owen Sound Day Away locations. This service offers caregivers a scheduled break, leaving the care of their loved one in the capable hands of qualified and caring staff. This weekend program can accommodate up to three clients from 4:30pm on Friday until 2:30pm on Sunday. Clients may also attend Day Away on the Friday from 9:30am until 4:30pm. Meals & snacks plus planned activities round out the program.

Year-End March 31

	2019/20	2018/19
# of Client Days	475	427
# of Persons Served	50	43



2019-2020 Board of Directors:

Chair: Dave Zago **Vice Chair:** Alison Knight

Directors: Rose Peacock, Cathy Herbert, Rob Hamilton, George Antinori, Mary Winkler

Secretary: Jacky Herbert

HCSS Service Delivery Highlights

Since March we have seen tremendous change at HCSS, we have had to temporarily close our programs and try to provide as much support to clients, families and caregivers from a distance. But with every change we develop new ways of doing things.

Volunteer Recruitment *Make a difference*

We had some very successful volunteer appreciation events last fall and our recruitment has stayed strong even during the past three months.

Megan moved on from HCSS back in early March. We have not hired for this role yet due to the pandemic, but I am hoping to in the late fall, or when it is appropriate. We will be moving this position to Main Office, Owen Sound. I am looking forward to a new perspective on how to engage and reach volunteers, especially with the introduction of a more virtually-based workplace. I think it is a positive that we haven't hired for this role yet, as it will allow us to shift our needs and duties required for this role as we adapt to all of the new changes.

Carolyn Laitinen | Programs Director

Friendly Visiting *Have a chat*

Polly, our FV Coordinator, was hired back in November to focus on the FV waitlist and to help focus on growing our program. She has done an exceptional job creating matches and her enthusiasm for her role is evident. Polly continued to work hard from home during the pandemic, and continues to do so. She was instrumental with transitioning the visits to the telephone, and finding volunteers who enjoyed telephone conversations so that they could take on extra clients who don't have a match yet. We are still promoting telephone-based visits and are watching other agencies for their introduction to socially distanced visits.

Currently, Polly and I are working on an application for a grant for a new FV program idea, "Adopt-a-Grandparent". This is where we connect a young family with an isolated senior. We will have packages for the family and the isolated senior to allow them to send letters/pictures through the mail to start a relationship and to keep visits socially distanced for now. It is meant to be a meaningful form of interaction that is different than a phone call, and gives people tangible items as keepsakes.

Carolyn Laitinen | Programs Director

HCSS Service Delivery Highlights

Housekeeping *Home help*

As of July 20th, we will have all housekeeping staff back out in the community with additional PPE to protect both the client and staff. We have had lots of work with Public Health to develop protocols to get us back in the homes of our clients.

Jo-Anne Cook | Programs Director

Overnight Relief Program *Safe & Snug*

Overnight Respite Program Working with Public Health to develop policy and protocols to ramp up the O/N program. Hoping to start offering Overnight Service to clients in early August.

Jo-Anne Cook | Programs Director

Community Support Services Network Central Intake

Grey Bruce Central Intake Staff continue to get calls for services at HCSS as well as our partnering agencies. We will continue to monitor intakes and bring staff in more days as needed.

Jo-Anne Cook | Programs Director

Day Away

Immediately after putting our services on hold we started doing daily/weekly check in's with clients/caregivers/families to help support them. In May we started virtual programming with clients who had access to internet and a computer/tablet. In June received a grant to purchase 30 new tablets and internet sticks for clients who did not have access to internet or a computer/tablet to join Zoom programming.

As of July 27th, all programs are up and running. Each Day Away program will run with 2 clients per day due to Covid and numbers. Team Leaders have been working directly with Public Health to meet all protocols for reopening. Lots of work, but happy to be seeing our clients again at the Day Away programs.

Jo-Anne Cook | Programs Director

HCSS Service Delivery Highlights

Meals on Wheels *Nutritious & Delicious*

The MOW team has worked very hard this year. The pandemic has allowed the MOW and FM programs to grow across Grey and Bruce, as well as brought community attention to what HCSS can provide in this area. We have been able to create strong partnerships with CMHA and SOAHAC during this time, since we were able to use MOW Funding to donate frozen meals to their most vulnerable clients.

We were also able to help Safe & Sound in Owen Sound, the Owen Sound Women's Shelter, Wiarton Salvation Army and St Francis Place. We have centralized all of our freezers to Main office, and soon the entire MOW team will be working from Main office as well. The MOW program has also used this time to move to disposable trays with all of our meal providers, which is a safer option than reusable trays, and more efficient for our volunteers.

This year has brought a lot of new challenges, but we are focused on taking this opportunity to pivot and look at our procedures/program options with a new perspective. I am excited to be given this time to think of creative solutions and adapt to the new ways we will need to offer our services. I believe this opportunity will help HCSS grow in many different ways, and I am looking forward to being a part of it.

Carolyn Laitinen | Programs Director

In Home Respite

This is a service we are providing to families who do not wish to have their loved one back into the program at this time. They still need the supports in the home to give them a much needed break. As this is a new service we are going to be using both Day Away staff and Housekeepers to support these families and caregivers. Ontario Health has earmarked additional dollars to support the community by providing Respite in the homes. Happy to be a part of this new program.

Jo-Anne Cook | Programs Director

Transportation *Need a ride?*

The Transportation Service continues to provide rides for medical purposes only using our paid staff and agency vehicles. Plans are underway, in consultation with Public Health, to begin resuming volunteer driving. This would be done on a gradual basis and involve re-training, educating and provisions of supplies in order to make this happen.

HCSS Service Delivery Highlights

Volunteer driving was put on hold in March and there are many that are anxious to return to driving and provide this service to their community.

With the pandemic and its limitations, many of our clients have been able to secure rides from family, friends and neighbours and continue to do so, however, as Stage 2 allowed more services to be open, there has been a marked increase in demand for this service and we are doing our best to meet that demand. As always, HCSS and SMART (Saugeen Mobility and Regional Transit) have been working cooperatively to book appropriate rides for clients.

The arrival of 3 new ProMaster vehicles equipped for wheelchair accessibility has also necessitated the hiring of new drivers. This now brings the fleet of accessible vehicles to 9 and will allow us to provide better service to those requiring rides to London for dialysis and as well as transportation for our Day Away clients.

Marg Johnson | Programs Director

South West Crisis Response Team - SW Triad Grey Bruce

South West Crisis Response Team - SW Triad Grey Bruce Crisis Response Teams were developed across the Southwest Region to help support retirement homes, long term care homes, group homes, shelters, hospices, and similar community congregate settings that may be at increased risk as a result of Covid-19. I was honoured to be asked to join this team for Grey Bruce.

Our triad consists of a Hospital CEO - Michael Barrett (SBGHC), Primary Care Representative - Dr. Keith Dyke (a physician in Port Elgin) and myself representing the Community. The Southwest Crisis Response Teams assist the above organizations to secure PPE, assist with Infection Prevention and Control and assist with Health Human Resources (staffing) in a crisis. We have also been involved in ensure all LTC and Retirement Homes have evacuation plans in case of emergency i.e. Fire/Flood during the Covid outbreak.

We are currently working with our local community partners to develop an Infection Prevention and Control Program for Grey Bruce.

Jo-Anne Cook | Programs Director

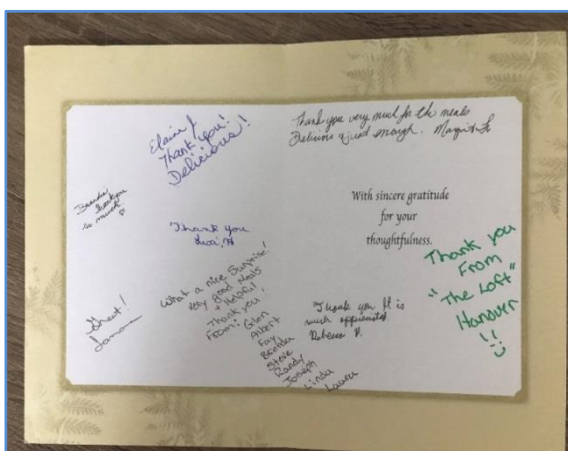
Funding

Our services are funded and supported through:

- Annual Ministry of Health grant
- Corporate and private donations
- In-kind donations (furniture, equipment, etc.)
- Client user fees
- Generous support of our many volunteers

Statement of Financial Position as of March 31

	2020	2019
	<u>Total \$</u>	<u>Total \$</u>
ASSETS		
CURRENT:		
Bank	555,448	538,788
Accounts Receivable	111,760	158,786
HST Rebate Receivables	83,760	82,244
Due from (to) Other	-	-
Funds	277,954	-
Prepaid Expenses	<u>33,847</u>	<u>17,311</u>
	1,062,769	797,131
CAPITAL ASSETS:		
Property & Equipment	<u>842,260</u>	<u>779,941</u>
	1,905,029	1,577,070
LIABILITIES:		
CURRENT		
Accounts Payable & Accrued Liabilities	560,035	341,349
Government Remittances	27,272	30,908
Deferred Revenue	5,000	3,953
Due to Ministry of Health	<u>166,541</u>	<u>164,599</u>
	758,848	540,809
DEFERRED CONTRIBUTIONS	<u>1,068,391</u>	<u>965,035</u>
	<u>1,827,239</u>	<u>1,505,844</u>
FUND BALANCES	<u>77,790</u>	<u>71,226</u>
TOTAL LIABILITIES	1,905,029	1,577,070



Shirley Lang taking part in Virtual Programming from home

Statement of Operations at March 31

	2020	2019
	Total \$	Total \$
REVENUE:		
Contributions from LHIN	4,110,967	3,979,106
One Time Funding	277,954	45,062
Amortization of Deferred Contributions	208,199	236,478
Client Fees	1,526,962	1,544,138
Grey County Transportation	1,022	74,879
Other	<u>129,939</u>	<u>105,303</u>
	6,255,043	5,984,966
EXPENDITURES:		
Board/Volunteer Training & Recognition	39,821	56,288
Building Occupancy	402,772	352,242
Food Purchases	599,158	596,414
Office Expense	120,644	117,465
Minor Equipment Purchases	86,786	172,717
Bad Debt	15,178	6,493
Other Operating	78,047	66,546
Program Supplies	118,427	127,935
Purchased Administration	110,777	86,243
Staff Training	10,351	9,902
Travel	874,364	895,451
Wages & Employee Benefits	3,312,629	3,234,617
Equipment Replacements & Renovations	277,890	47,990
Amortization of Property & Equipment	<u>201,635</u>	<u>238,239</u>
	6,248,479	6,008,542
EXCESS OF REVENUE/EXPENDITURES (Expenditures over Revenue)		
	6,564	(23,576)
Net Revenue (Deficit)	6,564	(23,576)
FUND BALANCES - BEGINNING OF YEAR	<u>71,226</u>	<u>94,802</u>
FUND BALANCES - END OF YEAR	77,790	71,226

HCSS - HOME & COMMUNITY SUPPORT SERVICES OF GREY BRUCE

HCSS is a team of caring staff and volunteers who provide community based services that support independence and enhance the quality of daily life for seniors, adults and their families.



FOR MORE
INFORMATION CALL
519-372-2091 OR
1-800-267-3798

WHO WE ARE:

- * TRANSPORTATION
- * DAY AWAY
(HANOVER, MARKDALE, MEAFORD,
PORT ELGIN, OWEN SOUND, WIARTON)
- * OVERNIGHT RESPITE
- * FRIENDLY VISITING
- * HOUSEKEEPING
- * MEALS ON WHEELS
(HOT & FROZEN)
- * STROKE RECOVERY