

HCSS

HOME & COMMUNITY
SUPPORT SERVICES
GREY - BRUCE



ANNUAL REPORT

APRIL 2023 - MARCH 2024

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Sue Mccutcheon
Chairperson



Jo-Anne Cook
Director of Client Services



Carolyn Laitinen
Director of Finance and
Community Development



Colleen Benninger
Team Leader
Day Away Relief, PSS,
and Overnight Relief



Bethany Green
Team Leader
Day Away Relief, PSS,
and Overnight Relief



Cathy Stoddart
Team Leader
Transportation



Julie White
Team Leader
Meals on Wheels, Central Intake,
and Housekeeping

CHAIRPERSON'S MESSAGE

It has been a very busy year in the life of Home and Community Support Services Grey Bruce! We were able to serve more clients as recovery continues post pandemic. We have also grown in other ways as we began new services for clients that fit within our mission of 'uniting a caring community that supports people to live with dignity'. The organization's Strategic Plan was developed last year by staff, volunteers and clients, then approved by the Board of Directors for implementation. Significant progress occurred in all three areas of the Plan this year.

We have developed many strategic partnerships over the year and here are a couple of examples.

- Working with local hospitals and dementia care services to identify people who might benefit from our services.
- Beginning to connect with partners across Grey Bruce regarding potential opportunities in transportation.

Through our funder we have had the opportunity to update our fleet of vehicles, so they are current and safe for the years to come. We have also received funding through grants and individual donors which gave us the opportunity to be innovative in client programs, support client subsidies and facilitate meaningful staff engagement.

Supporting 'people to live well at home' is what Home and Community Support Services is all about! Two of the client services that have expanded this year include:

- Supporting people who are transitioning from hospital to home and continue to require supports (Let's go Home Program)
- Implementing bathing opportunities for people who are not able to safely do so in their own home

Generally, the number of clients we have been able to assist has increased over the year with our Meals on Wheels and Friendly Visiting Programs exceeding their targets for number of people served!

Staff and volunteers are the heart of the organization. Supporting them to do their work is crucial. Targeted work in this area includes:

- Improving volunteer processes so that their work is meaningful and fulfilling
- Supporting staff to have balance between their work and their home life
- Ensuring all staff have the information to do their jobs well

As the fiscal year came to a close, Stephen Musehl, the Executive Director for the past 3 years, announced that he was taking a new opportunity in health care. Thank you, Stephen, for your leadership and your dedication to growing the organization. You have truly made a difference. As we look to hire a new Executive Director, we are pleased that two Directors, Jo-Anne Cook and Carolyn Laitinen have stepped forward and now are providing interim leadership. We are blessed to have two people who care about the clients, staff and volunteers and are willing to take on this new challenge. Thank you!

Thank you to all of the staff, volunteers and donors of HCSS Grey Bruce. With your support, we have been able to help seniors and vulnerable people live well in their homes.

Sue McCutcheon

Chairperson - Board of Directors

CO-EXECUTIVE DIRECTOR'S REPORT

In a whirlwind of activity, the past two months have flown by for us. Since Stephen transitioned to a new role, we have been collaborating closely to manage the responsibilities of running the organization and staying informed of healthcare priorities. We continue to work with Ontario Health, Ontario Health West, the Ontario Health Teams, and our Community Partners to establish a unified digital healthcare solution. This endeavor aims to streamline access to primary care, facilitate smooth transitions from hospitals to appropriate home settings, and improve healthcare outcomes. Over time, it is hoped that these pathways will provide better healthcare outcomes, equitable access, and easier system navigation for those we serve. In the last year, we have been fortunate to secure several grants, enhancing the support services we provide, while also streamlining our software and databases that we use to complete intakes, store data, and schedule staff and volunteers. Additionally, we have reallocated funds to purchase a new bus arriving in August 2024, acquire a new refrigerated van for frozen meal deliveries, and install a new bathing tub in Warton.

In relation to our workforce, we have welcomed many new staff members to our agency and changed our Organizational Structure to divide our Day Away Programs. This adjustment enables our Team Leaders to offer enhanced support to both clients and staff within these programs. Moreover, we are pleased to announce the addition of Emma Murray and Julie White to our leadership team. Emma is our new HR Generalist, who brings invaluable expertise in all HR-related areas. Julie is our new Meals on Wheels, Housekeeping, and Intake Team Leader. Julie brings years of Healthcare Leadership experience with her into her new role!

This year we chose our focus for the staff meeting portion of our General Meeting on work-life or life/work balance, stress reduction, and Indigenous training. We are hopeful that this focus will leave all staff motivated for this next year and equip us with tools to support us in our everyday lives. In a constantly changing world, we rely on all available support to help us navigate change and build resilience, ensuring long-term well-being for the future.

We have been progressing with our strategic planning initiatives, and it has been thrilling to witness our advancements over the last year. We are looking forward to the changes we can make as we transition into new phases of our plan. We were able to offer over \$120,000 in client fee reductions, helping us continue to support our most vulnerable. At HCSS, we are dedicating 2024/2025 to refining our operational protocols and enhancing risk management measures.

As we reflect on the past few months, we are incredibly grateful for the unwavering support from the Board of Directors, our dedicated Leadership Team, and the exceptional staff at HCSS. With optimism and enthusiasm, we embrace a bright future for HCSS!

Carolyn Laitinen

Co-Interim Executive Director

Jo-Anne Cook

Co-Interim Executive Director

PROGRAM UPDATES

“Never doubt that a small group of thoughtful committed citizens can change the world. Indeed, it is the only thing that ever has!” - Margaret Mead

How true Margaret Mead’s quote is. Everyday, I see how our dedicated staff help individuals who need supports to live in their community. Every small act helps to support our families, caregivers, staff and clients.

As I reflect over the past year three words come to mind -Resilience, Dedication and Empathy! As we continue to re-engage after COVID, I see a strong team of staff who have spent the past three years trying to navigate the highs and lows of the pandemic. We continue to see the decline in many of our long-time clients and the caregiver burnout in their families and loved ones. New clients come to us with higher needs and there is a continued need for services in our community.

However, over the past year we have offered more services to support our community. As we ramp up extra supports, I am confident that we can continue to make a difference in the lives of those we serve. Bathing services are now being offered at 4 sites throughout Grey Bruce with the capacity of 41 baths per week, we have added the extra Day Away Day back into our Adult Day Programs in Markdale, Meaford and Wiarton and we have additional staff supports available through additional funding for our Nursing Staff to help programs manage high needs clients and those with behaviours related to dementia and other age related illnesses. Additional funding has been secured to offer support to an additional 10 clients per month, who will be discharged from hospital with our LEGHO (Let’s Go Home) services.

I am excited to announce that with a generous Grant from the Goreski Foundation we have been able to renovate and refurbish our Overnight Space in Hanover. We now have 4 dedicated bedrooms for clients coming to our Overnight Program. We also renovated three bathrooms and moved our staff office to accommodate all staff in one area. This generous grant allowed us to utilize services from House Rules design, with contracting expertise from Inside Out Renovations. Special thanks to Heather Smilie, Nicole Ford from House Rules and Greg Wilhelm from Inside Out Renovations. They all made the renovations run smoothly and allowed us to run program even during the renovations. Special thanks to the Day Away Program staff at Saugeen Central Day Away for accommodating the different asks over the past couple of months from moving supplies to re organizing the new spaces.

To end, I would like to send out a great shout of to all of our staff from Leadership to the staff who work on the front lines. Thanks so much for your dedication to the organization as well as the clients we serve. It takes a village! To our dedicated volunteers, I thank you for your gift of time to make the difference in our clients lives whether through drives to Day Program, shopping or to Medical appointments, to delivering of Meals to our frail seniors, to being a friendly visitor and meeting up with your clients or a phone call and finally to our Board of Directors who meet monthly to help guide us through the continuous government and organizational changes.

Jo-Anne Cook

Director of Client Services



TRANSPORTATION

We have had another very successful and busy year in the transportation department.

It is exciting to say that we successfully completed 37,183 rides this past year, which is 10,482 more than the previous year. The transportation office alone averages 473 incoming calls per week. This gives some clear oversight and perspective on the client demand who have a barrier to transportation, within Grey and Bruce. We were able to accomplish this with the inspiring dedication and hard work of 4 full-time Schedulers, 9 Paid Drivers, a Team Lead Assistant, and a Team Leader. And not to mention the 97 Outstanding Volunteers.

The Transportation group has also welcomed approximately 25 new Volunteer drivers over this past year, which is very promising as the demand continues to increase. The commitment and dedication that our volunteers show is truly amazing. We would not be as successful without them.

Presently we are running with 8 Agency Accessible Vans, and a Hybrid SUV. Efforts to implement the Hybrid into a viable use with a volunteer driver, instead of using a personal vehicle, are ongoing. We are waiting patiently for a new bus, which should arrive towards the end of the summer. Once the new Bus arrives, it will once again be great to offer charters that many LTC facilities utilize. It's a great outing for the residents to have an Afternoon out for picnics, or the high interest tour of the Festival of Northern Lights in the winter.

The Transportation Group continues to service a large demand for Medical and Non-Medical needs. This includes the Day Away programs with Transportation to and from, the LEGHO Program, and also as importantly, transportation to & from Medical Clinics, which helps to support many individuals from visiting the ER's or/and hospital admissions. The clinic program we worked with HCCSS to prepare and implement, has been successfully up and running since spring 2022. Since that time, our clinic rides have almost doubled this year.

Additionally, we fulfill requests from Long-Term Care Facilities in getting residents to and from medical appointments using Paid Drivers & Agency Vehicles.

Our goal as a team is to continue to find sufficient & easy ways to support the number of rides we are seeing, utilize all strategies to continue to grow and build strength in the transportation areas.

Cathy Stoddart

Team Leader - Transportation



DAY AWAY

The last year has been busy, challenging, and full of many rewarding opportunities in our Day Away Program. We have been able to grow our Day Away programs back to full capacity and our Volunteers and Musicians have returned. Last fiscal year we were given additional service days in 3 programs which we had to wind down in March 2024. After a few months hiatus we are now able to bring back our additional days in Warton, Markdale and Meaford for another fiscal year. We are happy to be able to provide as many days as possible as we know that the needs of our clients and caregivers is growing.

We are very grateful to once again be the recipients of the James Goreski Foundation grant, allowing our Hanover location to get bedroom and bathroom makeovers. We are also loving our newly renovated office space. Because of their generosity, we now have beautiful, dedicated, dementia friendly spaces that allow 4 clients to stay during our Overnight Respite hours. House Rules and Greg Wilhelm and his team from Inside Out Renovations were very accommodating and worked with us to limit the number of disruptions and allow program to carry on as usual.

PSS was a successful initiative that we ran for 6 months then had to put on hold. We offered bathing services offered in 5 geographic areas. Whenever possible, clients would come to the Day Away location to have their bath/shower, but in a few situations, we had staff travel to their homes to provide the service. Warton has been outfitted with a beautiful new whirlpool tub and we are excited to be able to bring our bathing program back again for this fiscal year.

None of the success we had seen in the 23-24 fiscal year would have been possible without the dedication of a fantastic staff team. Staff were eager and willing to put in the work to make all of these initiatives successful. Without staff who truly believe in our agencies mission - none of this would be possible.

The change in leadership for the Day Away and Overnight Respite programs has been a journey for both of us and we are happy we are able to be more hands on in the programs that we support. We firmly believe this has been a positive change for HCSS and the Day Away/Overnight Respite staff.

Colleen Benninger & Bethany Green

Team Leaders - Adult Day Program, Overnight Relief,
and PSS

OVERNIGHT RESPITE





Our Regional Community Assessor has been working diligently over the last year completing RAI CHA assessments with our Day Away clients. Once the assessment is completed, she creates a care plan which may include helping connect them to additional supports and services. She is always working at keeping her knowledge of community programs up to date and taking advantage of learning opportunities to enhance her skills. She has completed 85 assessments over the last year.

Colleen Benninger & Bethany Green

Team Leaders - Adult Day Program, Overnight Relief,
and PSS



OVERNIGHT RESPITE



LEGHO

“Let’s Go Home” is supporting individuals discharged from the hospital who identify as a risk for potential readmittance. LEGHO Care Planner’s lend their nursing expertise with weekly phone visits to ensure that the client is settling in at home and receiving the proper assistance to ensure a positive recovery. The client is given reassurance and the opportunity to heal at home with support from the VON HAL program, our Transportation and Housekeeping departments, Meals on Wheels, Community Paramedicine & other partnering agencies. We are thrilled to have one-time additional funding to support an extra 10 clients per month. An amazing program that we are so honoured to be part of.

Julie White

Team Leader - Central Intake, Housekeeping, In Home Respite,
and Meals on Wheels

MEALS ON WHEELS



The Meals on Wheels Department has been extremely busy this year, exceeding our annual targets with 26,407 hot meals and 43,602 frozen meals delivered to HCSS clients all over Grey/Bruce. None of this would be possible without the excellent staff and volunteers who work together to ensure orders are taken, drivers are arranged, and deliveries are made. Thank you all! Great teamwork!

We are so grateful for the 10 wonderful meal providers who we maintain long standing partnerships with, preparing nutritious & delicious homemade meals enjoyed in the community.



This year we were thrilled & thankful to receive a grant from the Ontario Trillium Foundation to purchase a refrigerated van for frozen meal deliveries. This will ensure the growth of our program will continue with success, such a wonderful addition to our Meals on Wheels Department!

Julie White

Team Leader - Central Intake, Housekeeping, In Home Respite,
and Meals on Wheels



HOUSEKEEPING

Over the past year the Housekeeping Department has experienced growth, education, and newfound experiences that have empowered the team of 30 + individuals who are dedicated to their clients. We have had the privilege of providing 14,135 hours of housekeeping to clients all over Grey Bruce allowing them the ability to thrive in a safe and clean environment. As our organization strives to support our clients' ever-growing needs at home, the "In Home Respite Program" was formed as the demand for caregiver relief has grown within the community.

In Home Respite utilizes our Housekeepers who have completed Dementia Training, providing relief to the caregiver while spending quality social time with their client. Getting to know each person, identifying their interests, and taking part in meaningful activities.

Along with clients who have been referred to HCSS our Respite workers have been accepting referrals from the Alzheimer's Society "Dream Team" who have a Social Worker positioned in the Emergency Department of our local Hospital identifying individuals who would benefit from this and other programs. It has been a pleasure to work with the Alzheimer's Society Grey Bruce on such a special and much needed project.

Keeping clients happy in their homes, excellent job everyone!

Julie White

Team Leader - Central Intake, Housekeeping, In Home Respite,
and Meals on Wheels

CENTRAL INTAKE

This past year our four energetic Central Intake Coordinators have been extremely busy processing Client information to begin service for HCSS & CSS Grey Bruce. They provide a kind and caring approach while directing clients in the right direction for service completing an average of 400 intakes in a month. As they are the first contact a client has with HCSS, their knowledge and compassion are very much appreciated by our agency!

Julie White

Team Leader - Central Intake, Housekeeping, In Home Respite,
and Meals on Wheels

BUNDLED CARE

- assisted care planning
- support from Home At Last (HAL) to get settled in at home after discharge
- 6 weekly check in calls
- 2 weeks of Meals on Wheels
- 2 Transportation rides
- 3 hours of Housekeeping



FRIENDLY VISITING

It has been a great year in the Friendly Visiting Department!

In home visits have been keeping Polly busy on the road! We have been able to connect lonely and isolated members of our community with compassionate volunteers.

Often, there are numerous hours of conversation and laughter shared between them, building a friendship for years to come.

We have been successful in recruiting more volunteers in all areas of Grey and Bruce with the help of our Volunteer Resources Coordinator, Cody! She has been instrumental in the recovery of our in-person visits.

Our Adopt-a-Grandparent Pen Pal Program continues to flourish. The students have developed meaningful relationships with our Friendly Visiting clients through pen and paper- it truly is a beautiful program to be part of. A wealth of joy, historical knowledge, geography, and appreciation for the arts are exchanged between the two generations. As we come to the end of another school year, preparations are being made for another great year ahead in letter writing!

This past year we received a grant to inspire new volunteers to try Friendly Visiting, funded by the Government of Ontario. The program was called "Around the World with Friendly Visiting". Our former summer student assisted us in assembling bags highlighting a different country each month, which our Friendly Visitors would explore together during their monthly visits. The bags contained snacks representative of each country, along with engaging facts, trivia, and a captivating craft activity. Participants were encouraged to take a selfie of each other during their visit and stamp their "passports".

Continuing with phone visits allows us to connect with more clients who may face extended waits for a local volunteer. Our Friendly Visiting program remains a cornerstone in encouraging community connection and purpose, thereby promoting health and happiness, especially during challenging periods.

Great work this year, Polly!

Carolyn Laitinen

Director of Finance and Community Development



**Thank you to the
Government of Ontario**



COMMUNITY ENGAGEMENT & PHILANTHROPY

Community engagement is crucial for cultivating connections and driving progress. This year, HCSS has participated in the Will Power campaign, a national initiative encouraging charitable giving through wills. Additionally, our community development department launched branded merchandise featuring the "I heart HCSS" logo, aimed at promoting our brand and rewarding volunteers for their milestone anniversaries. We're exploring passive fundraising strategies, such as selling these items and partnering with local retailers.

Collaboration with Big Eye Innovation has been key. Together, we've crafted an innovation vision to better understand community challenges, backed by the Ontario Trillium Foundation's Resilient Communities Fund. This aims to streamline operations, reduce stress, and enhance sustainability.

Thanks to the Community Foundation's Community Services Recovery Fund, we've devised a post-pandemic marketing plan crucial for raising community awareness and resource allocation effectiveness. Special recognition goes to the Goreski Foundation for their generous \$152,000 donation, funding essential renovations at our Hanover Day and Overnight Respite location. An open house in September will celebrate this improved facility.

HCSS extends gratitude to Caframo's staff for their charitable donation of over \$17,000, benefiting programs like our client subsidy initiative. We sincerely thank all donors, both named and unnamed, for their generous contributions. Your support is pivotal in making our communities better places to live, grow, and thrive.

At HCSS, we believe in the power of collaboration to educate and empower our community. Through strategic partnerships with local organizations and businesses, we aim to host informative events to address pressing issues and sharing insights. These events foster knowledge exchange, strengthen community bonds and collective action. By working closely with our partners, we ensure that these gatherings provide meaningful resources and perspectives that positively impact our community's well-being and growth.



Carolyn Laitinen

Director of Finance and Community Development

Ontario
Trillium
Foundation



Fondation
Trillium
de l'Ontario

VOLUNTEERING

The volunteer department has had an exciting year, highlighted by the addition of Cody Hay as our new Volunteer Resources Coordinator. Since joining HCSS, Cody has successfully recruited and onboarded more than 50 new volunteers. In collaboration with Braden Foster, a co-op student from the University of Waterloo, a thorough audit of volunteer files was conducted, ensuring accuracy and completeness of volunteer records.

This audit strengthens our operational framework and enhances risk management. For the same purposes, Cody is finalizing a comprehensive Volunteer Handbook featuring updated policies for easy access by volunteers. Additionally, we are launching an enhanced volunteer recognition program aimed at celebrating milestone anniversaries with meaningful gifts, reinforcing our commitment to valuing and investing in our volunteers' contributions.

This year, we introduced two new volunteer roles: Lead Volunteer and Administrative Volunteer. We are pleased to announce the appointment of our first Lead Volunteer, marking a significant step toward achieving our strategic goal of a lead volunteer in each service area. The lead volunteer will play a key role in community engagement and volunteer recruitment efforts. Our Administrative Volunteers have also made invaluable contributions, notably supporting our finance team with monthly mail outs.



Looking ahead, we are committed to further expanding and refining our volunteer department to meet the evolving needs of our growing client base. The dedication and support of our volunteers remain essential to HCSS in fulfilling our mission. We extend our heartfelt gratitude to all our volunteers for their unwavering commitment and invaluable contributions.

Carolyn Laitinen

Director of Finance and Community Development

FINANCE DEPARTMENT

Our Finance Department has played a pivotal role in navigating change over the past year. Their expertise and contributions have been essential to the success and expansion of HCSS. We are enhancing support for our finance team to ensure that the Finance Department is well-structured for our agency's sustained growth. This year, our finance team collaborated closely with other departments to streamline workflows, leading to an improved process for our subsidy program. Special thanks to our former Co-op Student, Braden, for helping with this initiative. We conducted a thorough examination of client experience regarding billing inquiries, successfully implementing strategies to effectively manage communication timelines, resulting in enhanced overall satisfaction for both clients and staff. Well done, Finance team!

Carolyn Laitinen

Director of Finance and Community Development

FINANCIAL REPORT

Statement of Financial Position as at March 31st, 2024

Figures taken from fiscal 2024 audited financials.

	2023	2024
ASSETS		
Current		
Cash	1,028,738	1,618,962
Accounts Receivable & prepaid Expenses	324,381	487,721
	<u>1,353,119</u>	<u>2,106,683</u>
Capital		
Property and Equipment (net)	812,453	1,050,955
	<u>2,165,572</u>	<u>3,157,638</u>
LIABILITIES & FUND BALANCES		
Accounts Payable & Deferred Revenue	861,855	1,446,608
Deferred Contributions for Capital Assets	779,610	1,020,618
Invested in Capital Assets	61,583	59,077
Reserve Fund	462,524	631,335
	<u>2,165,572</u>	<u>3,157,638</u>

Statement of Operations for the year ended March 31st, 2024

Figures taken from fiscal 2024 audited financials.

	2023	2024
REVENUES		
LHIN/MOHLTC Funding	4,257,609	4,738,606
LHIN/MOHLTC One Time Funding	367,496	811,063
Client Fees	1,156,210	1,587,854
Other Income	356,468	474,365
	<u>6,137,783</u>	<u>7,611,888</u>
EXPENSES		
Building Occupancy	430,878	448,442
Food Purchases	519,873	660,190
Travel	581,835	723,470
Wages	3,473,181	4,213,359
Other Expenses	930,284	1,314,641
Amortization Net	2,513	2,510
	<u>5,938,264</u>	<u>7,362,612</u>
Recovery by LHIN	202,032	251,786
	<u>(2,513)</u>	<u>(2,510)</u>
SURPLUS (DEFICIT) = net amortization		

COMMUNITY PARTNERS

At Home & Community Support Services Grey-Bruce we believe that people working in partnership with a collaborative spirit is the best method for providing a social support system of services. We are tremendously grateful to our many community partners whom support our programs and services in a variety of different ways.

THANK YOU TO ALL OF OUR COMMUNITY PARTNERS!



CURRENT MEALS ON WHEELS PARTNERS

The Bruce Steakhouse - Kincardine

The Lighthouse Restaurant - Southampton

Bear Tracks Inn & Restaurant - Lion's Head

Princess Hotel - Tobermory

Friends and Family Restaurant - Owen Sound

Kim's Place Restaurant - Flesherton and Markdale

Harley's Pub & Perk - Mildmay, Walkerton, and Hanover

Country Corner Eatery - Durham

Heat n' Eat - Meaford

Gateway Haven - Bruce Peninsula

Community Donations at Work!

Leading Community Support Services to keep people living safely in their homes and communities.



More than
4000
clients from across the
counties of Grey & Bruce



More than
50,000
rides to Grey & Bruce
seniors and disabled adults

More than
70,000
meals delivered through
Meals on Wheels



14,135
hours of housekeeping
support



116
clients received
1,881
friendly visits,
phone calls, and letters

410
nights of
overnight respite



More than
18,485
days of support through
Day Away program



new client assessments
completed

Support provided by
more than
115
skilled and caring staff members



85,108
volunteer hours donated
by over
600
dedicated volunteers