ANNUAL REPORT 2018-2019





2018-2019 BOARD OF DIRECTORS Front row - from left: Kathy Scanlon - Executive Director, Bob Cook - Board Chair, Elvira Gaylor - Vice Chair. Back Row - Dan Parr, Clarence Bos, Gary Lloyd-Rees, Margaret Jack, Lindsey Marchenko Executive Assistant, Mary McIntosh, Donna Tuer-Hodes, Deb Shewfelt

Board of Directors Report

ONE CARE is dedicated and committed to supporting residents in Huron and Perth Counties and area. Clients and families are at the heart of that commitment and this report highlights the many ways that we support our local citizens.

The past year was one of significant accomplishments, as well as challenges. We continued to provide services and focus on our vision "The caring support people can turn to and trust."

The Board of Directors continued progress in the development and work on quality, client and caregiver engagement and with the Accreditation Canada survey. We were proud to share in the organization's accomplishment in achieving Exemplary Standing with Accreditation Canada. This is Accreditation Canada's highest standing. The surveyors evaluated ONE CARE on all aspects of the organization from governance to infection control, client and caregiver engagement to managing risks. ONE CARE met 100% of the criteria which attests to the quality of our work and services.

Our staff and volunteer commitment to excellence occurs each and every day. Each member plays a role through their efforts, their teamwork and commitment to providing quality services and enhancing the lives of our clients and their families.

Given that we have faced challenges in the past year, this commitment is proof that ONE CARE is built on a strong foundation.

It was a year of significant change and challenges. ONE CARE faced the shortage of Personal Support Workers (PSWs) along with funding and resource shortages. The need for services continues and we are serving a

large rural and elderly population and work focused on serving our clients both effectively and efficiently, while maintaining the care and compassion needed in delivering those services. Despite these challenges we are proud of ONE CARE and the support that we provided to more than 7,000 people last year in Huron and Perth Counties.

This past year the Board continued our work on strengthening the foundation of ONE CARE, working with our partners and putting processes in place to support clients and caregivers, our staff and our volunteers.

Engaging with clients and caregivers - hearing about their appreciation of the services and even about the challenges - is essential as we strive to improve services and support for individuals and their families. This is the foundation of the work that we do.

The Board wants to thank and recognize the tremendous contribution that our Executive Director, Kathy Scanlon, has made again this past year. Her eternal optimism, hard work, true caring for our clients, staff and other support services, is what Ms Scanlon is all about. She is truly an inspiration for all of us.

The focus of the Board, and the agency, is to hold true to our promise of delivering quality care. Our Directors are members of this community and are dedicated to providing service here. We continue to be proud of the work of ONE CARE, the leadership the agency takes, and its daily care and compassion. This agency is truly invested in the care of our clients and caregivers and we continue to strive to provide excellent care and live out our vision.

Bob Cook, Board Chair

Executive Director Report

2018-2019 was an exceptional year of achievements for ONE CARE, despite a time of significant change and challenges.

Core to that achievement was the dedication and commitment of our organization to the people we serve. This was demonstrated in all areas of the agency and is reflected in the many comments that we receive from clients and caregivers. We hear back everyday about the difference that ONE CARE makes in the lives of people living in Huron and Perth.

We are proud to be the local, community based agency that supports our local citizens and their families and we work hard to understand the needs of our community. Because we are local and focused on service here, we are able to customize programs and services to meet those needs. Last year we continued in our work to put local residents and their families at the centre of our work. Client and Caregiver experience guides us as we continue to expand the range of services we offer, and integrate what we do with others, to make services in Huron and Perth Counties better.

We were extremely proud to have earned Exemplary Standing from Accreditation Canada in 2018 for the second time in a row. This stands as national recognition for the quality work that we do - each and every day. I congratulate each and every one on the ONE CARE team for a job well done.

The achievements of 2018-2019 are especially notable as the health system changes. With the announcement of Ontario Health Teams, we are continuing to see major changes in the way that health care is delivered. ONE CARE has always been active in developing new ways to meet client needs. As you may know, the Ontario Government is in the midst of a fundamental reorganization of Health and Home Care in Ontario, including the emergence of Ontario Health Teams throughout the province. ONE CARE has been and will continue to be an active participant in these discussions. The work that the agency has done with the Community Support Services Network and other partnerships are a good foundation for the new approach.

Management Team
Back Row:
Jennifer Croft,
Marina Gibson,
Mary Beth Alexander,
Debbie Ryan.
Front Row: Roxanne
Cerson Wright,
Kathy Scanlon,
Lancia Chioisilme



As we look to the future, we also know that we need to continue to deliver the many programs and services that are so essential in supporting people in their daily lives. ONE CARE has a broad range of services that extend from wellness support like exercise and blood pressure monitoring to support for people with high needs for health care. Our goal is to help people to age well, maintain their health and remain in their own homes and communities. In the past year we continued to expand our services, serving more people than ever before.

The year was not without challenges. We faced a significant shortage of Personal Support Workers and considerable funding limitations. We dealt with this through finding efficiencies, creative solutions and partnerships. We are grateful for the support that has come from our various funders, grants and donations from the community. As a charitable, non-profit agency we count on this financial support for our clients and programs.

Everything we do is about serving our clients and our community and I am honoured to be a part of this organization. I am very thankful to everyone who works within ONE CARE and to our community who supports us.

Together we are building a stronger home and community care service that local people can truly turn to and trust.

Kathy Scanlon, Executive Director

Mission

ONE CARE Home & Community Support Services provides services in Huron and Perth Counties to support and strengthen the health, independence and quality of life for individuals and their families. We help older adults and people with health challenges to live at home within a network of support and in a caring community.

Vision

The caring support people can turn to and trust. We will be respected and known for friendly, quality and accessible community services. We will provide a wide range of health and support services.

ONE CARE Values

ONE CARE Home & Community Support
Services is committed to the following values:

Collaboration – We value working together and believe that different views coming together creates greater strength.

Progressive Learning – We plan for and respond to change through ongoing communication with community, clients and partners. We believe in continual improvement and seek opportunities for personal, professional and team growth.

Transparent Accountability – With integrity and respect for confidentiality, we demonstrate in our daily actions our ability to make efficient use of resources, and to account responsibly to our community funders and clients.

Client Focused Care – We demonstrate our caring through a friendly, respectful and compassionate client focused service that meets the current and future needs of individuals.

Advancing Excellence – We are dedicated to continually improving quality, efficiency and responsiveness while we strive for the highest standards and best approaches for service and operation.

Strategic Directions

A PROACTIVE CAPABLE ORGANIZATION

- Ensuring accountability and compliance
- Building capacity, flexibility and efficiency
- Integrating risk management and enhancing client safety
- Building quality and performance
- Strengthening information technology capacity
- Diversifying and sustaining our financial base
- Engaging to enhance our position in the community and system and support system change

RELIABLE AND EXPERT SERVICE AGENCY

- Creating meaningful partnerships to enhance services
- Engaging clients and caregivers throughout the organization
- Expanding and providing a rich mix and integrated
 range of services for clients and families
- Meeting LHIN and organization targets and standards

A CREATIVE RESPONSE WORKFORCE

- Building organizational development and performance
- Strengthening training and development
- Managing HR capacity and strengthening recruitment and retention
- Strengthening health, safety and wellness
- Fostering culture and engagement

Supporting people in their daily lives



ONE CARE provides a wide range of services that support people to live in their own homes and communities.

95% of clients say they would recommend ONE CARE to a family member or friend.

Individuals served: 7.351

Clients by age: 75 and over 53% 65-74 25% Under 65 21%

Clients by gender: 70% Female 30% Male

62% of all ONE CARE clients who report health conditions have more than one condition

36% live alone

58% of our caregivers report a high level of caregiver burden

To support the many needs in our community our services range from preventative programs to ongoing daily support. We provide services to help people with physical and health challenges, whether we are helping people recover from short term illness or supporting those who require long term care and may have multiple chronic conditions.

We also support many older adults through our preventative programs that help them to stay healthy and active.

Huron and Perth Counties are primarily rural and have a high population of seniors. It is one of the most rural areas in Ontario and has one of Ontario's oldest populations. The percentage of seniors (over the age of 64 years) in both counties is higher than in the province as a whole (19% in Huron, 16% in Perth and 13% for Ontario).

Of clients reporting their annual income, **60% report living on an annual income of less than \$20,000**. Last year, over \$11,000 in program fees were subsidized through fundraising donations.

Supporting people in their daily lives



Assisted Living 35 clients 7,862 resident days

Adult Day Programs 252 clients 12,055 resident days



Meals on Wheels 609 clients 37,951 meals

Blood Pressure Clinics 385 clients 2,208 visits

Exercise/ Wellness 3,242 clients 90,549 visits

Health Assessments 252 clients 161 assessments



HELP TO MAINTAIN YOUR HEALTH

Assisting people who need support 24 hours daily. Assisted Living provides this care for people with significant health challenges in their own homes in designated locations.

Frail seniors, or those with dementia benefit from our Adult Day Programs. The programs support caregivers by giving them a break and their loved ones attend the programs and take part in activities that promote well-being through social and health related services.

People recovering from stroke benefit from a special day program designed to provide stroke rehabilitation. The program is available in Clinton.

Good nutrition is key to good health and through Meals on Wheels our volunteers deliver ready to eat meals right to our clients in their homes. People can choose hot or frozen meals depending on their needs.

Take care of your foot health with help from our Foot Care Nurses who run clinics in communities for seniors and adults with disability, diabetes or chronic health issues. The service is provided by nurses certified in advanced foot care management.

Keep checks on your blood pressure at our CHAP (Cardiovascular Health Awareness Program) free blood pressure clinics; held monthly in communities for older adults and those identified with or at risk for cardiovascular disease or chronic diseases.

Exercising, preventing falls and wellness education with our group or in-home exercise activities designed to increase physical strength, stamina and well being and reduce falls. Wellness programs help people to change and improve their health through education and workshops, held in various communities.

When you need help to identify services or assistance with coordinating services, assistance is provided by our Care Planners. Our professional staff can provide support to help you as a client or a caregiver.

Thank you so much for all your help and information you gave regarding community support services. I never knew they existed but my parents are in need and after discussing with them we will be back in touch.

- caregiver

Supporting people in their daily lives

HELPING PEOPLE AT HOME

When you need help with personal care our Personal Support Workers are there to help. This service is offered through SW LHIN or may be purchased privately.

Counselling for family and personal issues is offered confidentially by ONE CARE Social Workers. They also assist with finding support such as funding to help with a variety of needs

Managing household chores can be difficult but we can help with cleaning, errands, shopping, laundry and daily tasks through our Home Help program.

When you feel lonely and would like someone to talk to our Friendly Visiting and Telephone Reassurance volunteers can call to ensure that all is well.

Coming home from hospital can require support . Our Home At Last program helps older adults with transportation and home support to settle in at home safely and comfortably after a stay in hospital.

Caregivers can have relief with our Overnight Respite or personal support services. Overnight Respite is offered in the comfort of our Adult Day Centres and provides care when the family needs a break overnight. In-Home respite is provided by qualified support workers.

KEEPING PEOPLE ACTIVE IN THE COMMUNITY

Good food and conversation are on the menu at our Dining and Social Programs which are held in various communities and offer homemade meals, social time, entertainment and education.

For those who can't drive, our EasyRide Transportation can help people get to appointments, shopping, errands or social activities. Our service can accommodate those who need regular or accessible vehicles.

easyride "door to door service

Wow, I didn't realize you could help me with all of these services. This is great thank you so much! - Client

I'm so happy with the wellness program, it prevents hospital stays and admissions. We are all improving our balance in turn we have less falls. I fully support it.

- Client



Personal Support 1,225 clients 93,043 hours of care

Social Work 190 clients 469 visits

Home Help 375 clients 11,247 hours of care

Friendly Visiting 91 clients 5,991 visits or calls

Home At Last 419 clients 1,524 hours of care

Respite
16 clients 316 stays



Dining 840 clients 18,399 meals

Transportation
2,267 clients
61,233 trips
96,382 rides scheduled
for EasyRide partners

2018-2019 Accomplishments

Caregiver support—Together we are making a difference

Being a family caregiver can be rewarding and fulfilling. It can also be a significant source of stress and anxiety.

"Connecting the Dots for Caregivers" is a partnership project between ONE CARE and five other health care organizations in Huron and Perth that aims to better engage caregivers.

Funded through The Change Foundation, this project is developing ways to improve the caregiver experience. We are working with health care providers and caregivers to design solutions, programs and resources that will ensure family caregivers feel valued, respected, engaged and supported in their important role. This past year the co-design teams drafted and tested a health care journey binder for patients and their caregivers. We launched two Caregiver Connection social groups, in Brussels and Stratford. As well, the new caregiver support website was launched and we took part in a Caregiver Health Fair. All staff were trained on "Time to Talk" an approach to engaging caregivers. Over the next year we will continue this work with project partners including hospitals, doctors and community agencies.



CHANGING

My experience as a family caregiver gave me a deeper understanding of the situations people can be in. It made me humble, and it gave me more empathy. I think it made me a better person. I'm excited about this project and I believe it will help many people. I'm glad to be a part of it.

- Rosemarie, Co-Design team caregiver

Client and Caregiver Engagement at ONE CARE

Clients and Caregivers are central to ONE CARE. Our vision is about ONE CARE being the kind of reliable and caring support that would strengthen and support those we serve. In 2018-2019 we

continued to refine our Client and Caregiver Engagement structure and processes. We have created a flexible model that can effectively engage different people in different ways. The structure encompasses several methods and roles and takes into consideration our diverse clientele and broad geography.

In keeping with ONE CARE's mission, values and strategic directions, the model will help ONE CARE to improve the way the agency provides services.

Clients and Caregivers who are interested in taking part in volunteer engagement activities are welcome to contact us.



Leadership and Partnership

ONE CARE works with many organizations to deliver the care people need. Our annual survey of partners told us that 83% rate ONE CARE as a good or excellent agency. One of our key initiatives in the past year has been the Community Support Services Network.

Shared intake, shared client record and coordination of care

13 Community Support Service agencies work together to provide clients and caregivers with a one sector "virtual organization" experience for accessing, using and managing their community supports. Called the Community Support Services Network (CSSN), the initiative was publicly launched over the last year. The CSSN aims to improve the client and caregiver experience through a shared intake, a shared client record and coordination of care. ONE CARE is the lead agency for the network, and staffs and coordinates the key activities of the network.



The shared intake provides clients and caregivers one toll-free number to call to register for any number of the services offered by the 13 agencies. Call 1-844-482-7800.

When calling the number, the client and/or caregiver can simply describe the types of supports they are seeking and where they live, and the intake team will sign them up with available services offered by the providers in that area.

A shared client record between the 13 CSSN partners allows those agencies that are serving the same clients/caregivers to share information about care delivery. This really makes a difference, as now when a significant change or event occurs that impacts the client's care, all service providers are able to see that change and work together.

I am happy I called to get services set up. I was having trouble trying to help my parents since I live in another province. This makes me feel better.

- caregiver

Service Planning provides additional support when services or needs are more complex. The CSSN enables staff in various agencies to coordinate the supports and services provided by CSSN agencies. When planning care with a client or caregiver, the CSSN Service Planner brings together the CSSN partners involved in the client's care, along with other health service providers such as physicians, home care or mental health, and works with the client and caregiver and health providers to develop a full coordinated care plan to meet the needs and goals of the client.

The work of the CSSN has allowed us, for the first time, to have data about the clients and caregivers receiving Community Support Services in Huron and Perth across all agencies.

	ONE CARE	ALL CSSN
Active Clients /Active Caregivers	7,145/137	10,864/951
Clients with 3 or more services/agencies	1,868/239	2,814/301
Clients with 3 or more medical conditions	1,735	2,178
Clients with 5 or more medical conditions	599	712

Achievements

Exemplary Standing with Accreditation Canada

In 2018 ONE CARE successfully attained Exemplary Standing with Accreditation Canada. Additionally, we are among a select group of health care organizations that has met 100% of the established applicable standards for health care delivery. This was a tremendous achievement for our agency. The accreditation process is valuable as it provides an independent and objective assessment of the safety and quality of care being offered. Being accredited means that our clients and caregivers can be reassured that we are meeting the highest standards of care and that we have plans and processes in place to ensure that we are



ONE CARE puts clients and their families at the centre of the organization. During our visit we had the opportunity to speak with a number of clients from ONE CARE and found consistent praise for the responsiveness of the organization, high quality of the services and caring from the staff.— Accreditation Canada surveyors

The four day on-site review process included surveyors reviewing ONE CARE's work practices, policies, and meeting with staff, clients and caregivers, and community partners. All members of ONE CARE, from the Board of Directors to frontline staff, volunteers, clients and caregivers were involved in the assessment process.

Missed Care - Overcoming Challenges

continually improving.

One of the biggest challenges we faced last year was missed visits with our in-home clients. Missed care is when we do not complete the scheduled visit and the client does not get care. This is important because although we try to manage priority needs, people are not receiving the care they need. Missed care is related directly to the number of Personal Support Workers (PSWs) that we have available to deliver care. The province-wide shortage of PSWs has created challenges with providing care across the province and has hit Huron and Perth particularly hard. In any month we are scheduling approximately 9,000 visits and this is complicated in a rural geography where clients are not necessarily clustered together and have special needs. A number of strategies were introduced to manage this challenge which included working in partnership with local colleges to provide training through the Care Attendant and PSW courses; working with the LHIN to develop a waitlist process for new referrals, securing additional subcontracts with other agencies to assist with specific clients and with evening shifts, introducing improvements to hiring processes and providing wages increases. Thanks to the dedication and hard work of staff we have made significant progress and were successful in nearly eliminating our missed visits for the past several months.

Risk Management

Minimizing risks is important to every organization and is especially important to ONE CARE in ensuring client and staff safety and quality of care. This past year a comprehensive risk management plan was developed for the organization which included a review of the key risks faced by the organization and developing mitigation strategies for the risks identified. For risks specifically related to client safety, a refreshed client safety plan was established. In addition to this work, improvements were made to the way that staff can report incidents of risk which made it easier and faster to report. These improvements also enable a more in depth review of trends to help prevent future risks.

Achievements

Integrated Scheduling

Within ONE CARE integrated scheduling for Home Help, Transportation, Home At Last, Foot Care and Friendly Visiting was implemented to improve our efficiency and to enable a more cohesive care experience for clients and their caregivers. Clients can now be scheduled for all of these services through one team who is also better able to coordinate workers and services for one client.

Privacy and Security

Ensuring that all client information and other important data is secure and protected remains a top priority for ONE CARE. We hire an external party to conduct a full review each year regarding our Information Technology Security and Privacy practices to highlight areas of vulnerability and to provide suggestions on incorporating the most recent best practices into our systems and processes. An internal Privacy Officer conducts regular audits of access and also provides comprehensive training to staff and volunteers regarding their responsibilities related to privacy as well as how to be on the alert for suspicious activity.

Better Communications

Providing services across the large geography of Huron and Perth means that we need to continually evaluate the best way to communicate with staff, volunteers and clients. We want to be sure that everyone is able to stay easily connected and receive the support they need. Last year we were able to upgrade our website with a modern look and refreshed content. We also upgraded our telephone system to expand the capacity for callers. This initiative has helped to ensure that calls are answered quickly and reduce challenges with connecting. With this base in place, we continue to review ways to improve communications.

Expanding Services to Serve our Community

Continuing to develop services and meet demand is core to our mission. In the last year we expanded our Home at Last service, an important service to support people as they transition home from hospital. 60% more people were served by this program in the last year compared to the year before.

Meals on Wheels expanded by 5% in the past year with over 37,000 meals delivered.

Four new spaces were added to Assisted Living so people with high needs for care could stay in the community, and one night biweekly of Overnight Respite was added to give families a break with the assurance of good care for their loved one.

Rides were added to support increases in the Adult Day Program in Perth County.

Home At Last is the best program out there. don't know what I would have done without it. feel it literally saved my life after coming home because I don't have any people in my life to support me.





Caring and Dedicated Staff & Volunteers



"Change A Life With Life Changing Work"

Staff Achievements

ONE CARE offers a 10 module leadership program that has been highly successful in developing people skills of approximately 30 leaders

1,672 online courses were completed by employees on a variety of skill and competency topics

ONE CARE hired 28 new PSWs in 2018/2019

6 ONE CARE Care Attendants graduated from the Supportive Care Program offered in partnership with Conestoga college.

Over 65 staff were nominated for our Client Care Recognition by clients and caregivers

Staff gave back to the community through fundraising efforts including the United Way, local foodbanks and Alzheimer Society events.

84% of staff say that ONE CARE is a great place to work.

Our strength lies in 290 dedicated employees and over 800 volunteers

Last year 815 volunteers supported ONE CARE and contributed 47,000 hours of care. Our volunteers provide caring support to seniors and people with health challenges to live in their own homes and communities.

99% of volunteers report satisfaction with their volunteer experience.

We also appreciated the volunteer efforts of staff from local businesses who took part in activities like Day of Caring.

I work at ONE CARE for the opportunity to impact real change in our clients lives. The opportunity to advance my career and to work with co-workers and leaders that have varied experience and skills. - ONE CARE employee

Finances

2018/19 Annual Revenue Budget: \$12,734,955

ONE CARE receives 83% of its funding from the Local Health Integration Network (LHIN) through two contracts.

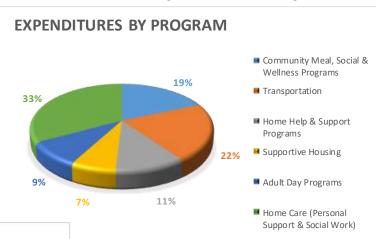
Home Care (HC) is provided for the LHIN on a fee for service basis. The amount of service is dependent on numbers of clients approved and referred through the LHIN and there was a significant reduction in referrals from the LHIN this past year.

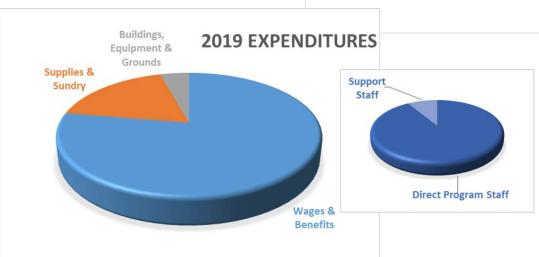
Community Support Services (CSS) is a budget for approved programs. This contract requires that client fees are charged in many of the community programs and does not cover all costs of operating including allowance for equipment replacement.



The remaining 17% of revenues come from client fees and donations, grants and fundraising.

The majority of the organization's expenditures are direct costs related to providing services.



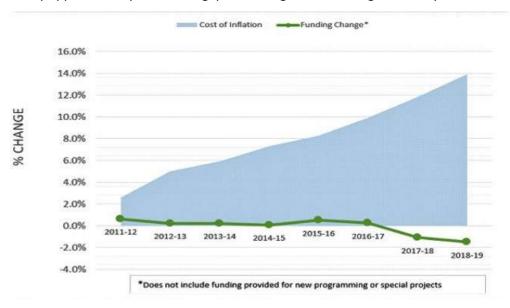


78% of the organization's expenditures are related to compensation

Over 91% of the compensation costs are related to direct program staffing.

Finances

Funding Challenges - Since 2011, the estimated impact of inflation has resulted in cost increases of approximately 14%, while the overall base funding provided to support those same programs has decreased by approximately 1.5%. This gap in funding continues to grow each year.



Grants - We received many grants to support our services and programs. This funding supports our regular operations like transportation and special projects - enabling us to replace a walk in freezer in the Clinton kitchen, purchase Meals on Wheels bags, blood pressure machines and foot care equipment in the last year. Thank you to the various organizations who supported us in 2018-2019.

- AMP Security
- City of Stratford
- Dowler-Karn
 Community Foundation
- Gay Lea Foundation
- Goderich Lions Club
- South Huron Grand Bend Community Foundation
- Stratford Perth
 Community Foundation
- Trillium Mutual
 Insurance Company
- United Way Perth Huron





















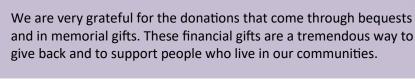


Fundraising & Donations

ONE CARE is a local, charitable, not-for-profit organization overseen by a local Board of Directors. Being a non-profit organization means that all money received is spent on our services.

100% of the proceeds that we receive through charitable donations and fundraising go directly to support our client subsidy program and to our program equipment replacement fund.

We appreciate the many financial donations that support the work of ONE CARE. Donations come from hundreds of individuals, churches, service clubs and businesses.



ONE CARE's Client Subsidy Program

Cost should not be a barrier to receiving the care that our clients need. While we are able to offer some of our programs free of charge, for some we are required to charge fees for service to help cover direct program expenses. Last year over 3,600 services were provided to clients at a subsidized rate thanks to the generous support of our donors and communities.



Program Equipment

The agency does not receive any regular funding to replace aging equipment needed to provide many of our services. Most noticeably the agency owns and operates a number of wheelchair accessible vehicles which are used daily to provide rides to clients who are not able to ride in a regular vehicle to get to their medical appointments, attend services and programs or other errands. Last year our fundraising and donations dollars allowed us to replace one of the aging vehicles in our fleet.

"Thank you very much for the service. It is reassuring to know that one has security of the rides to and from appointments." transportation client

Thank You for all Your Support

To our staff for your care, quality, skills and abilities.

To our volunteers for your generous gift of time.

To our many individual donors including many local organizations, service clubs, churches, businesses for your generous financial gifts.



Your Support Means So Much!

Your financial gifts help to keep programs affordable and enhance the quality of life for those living in your community. All donations are directed to our Client Subsidy Program for individuals who need assistance with fees and support for program equipment including Accessible Vehicles Replacement Program. Charitable Taxation Number: 13565 4184 RR0001 Contact our fundraising specialist or visit our website to make a donation.

www.onecaresupport.ca 1-877-502-8277

Volunteer - Give the Gift of Time!

A donation of your time will enrich the lives of our clients and provide peace of mind for caregivers. Volunteers receive the full support they need for the important roles they provide. Contact our Volunteer Coordinator at volunteering@onecaresupport.ca

To our partners - we work together to provide the best possible care and services





