

**PEEL SENIOR LINK  
BOARD CHAIR AND CHIEF EXECUTIVE OFFICER  
ANNUAL REPORT  
2008-2009**

**‘Governing & Managing Growth in Challenging Economic Times’**

What a difference a year makes..... As we moved into the 3<sup>rd</sup> quarter (late fall 2008), the U.S. Presidential debates began to highlight a number of key indicators that the manufacturing and financial institutions were in trouble. By the time we entered our 4<sup>th</sup> quarter, we clearly knew that we were about to face extremely challenging economic times with a focus on banks and the automotive industry, requesting government financial support, and subsequently bankruptcy protection. In Canada and Ontario, we were slower to respond, however, since that time, our government has provided large bail outs utilizing public funds for car companies as well. The impact has and will affect all sectors, including service industries, i.e., health care, with significant staff reductions in hospitals and other health sector providers to achieve balanced budgets, and extended policy timetables, e.g. poverty strategy and infrastructure projects.

We are thankful to the United Way of Peel for a 2.25% cost of living increase this year, and are waiting for confirmation from the MH LHIN in regard to the stabilization funding allocation this fiscal year. Regardless, we anticipate a challenging year ahead in governing and managing our growth within an environment where our fixed costs well exceed cost of living increases, and have done so for over the last decade. This past year, through strong fiscal management, the creation of back office efficiencies, and integrated service approaches and innovations, we were able to utilize resources for the benefit of: PSL clients through a health information data system; and the broader community support and mental health & addiction health service providers, e.g. Community Provider Portal, and shared Informatics position.

We are very fortunate and appreciative that the Ontario government chose to proceed with its investment for the Aging at Home strategy which was launched as a 3 year initiative in fiscal 2008-2009. The Mississauga Halton and Central West LHIN’s approved numerous service expansions, and new/innovative projects on a cross-sectoral basis including the following to be led by Peel Senior Link in response to identified community needs and gaps:

**Service Expansion at Existing Sites (MH LHIN)**

- Increase service capacity from 15 to 30 clients in Mississauga 24-7 sites (10-20 clients at Turtle Creek) as well as outreach support to surrounding designated neighbourhoods
- Peel Living approval to proceed with expansion and waiting for approval by Wavel Villa (property owner of Turtle Creek)

We wish to acknowledge the outstanding support of Keith Ward, Region of Peel's Commissioner of Human Services and General Manager of Peel Living. Keith who is retiring later this month after 23 years with the Region of Peel and has over 32 years as an instrumental leader in the social housing sector. We welcome Janet Menard, a long time colleague and regional partner with PSL, who will be taking over Keith's position as Commissioner.

### **New Programs (CW LHIN)**

- House Calls: (in partnership with Central West CCAC; Peel Health; and the Bramalea Community Health Centre)
- Active Living: Healthy Mind, Body & Spirit ( in partnership with the Cities of Brampton and Mississauga Parks & Recreation Dept's; Peel Living; Peel Health; Community Environment Alliance; and the Bramalea Community Health Centre)

### **Service Partnerships**

PSL entered into two new partnership agreements this past year in its quest to provide clients/caregivers with excellent service options and support:

- Copper County Foods (delivered prepared meals)
- Philips Lifeline (emergency response system)

### **Aging at Home – The Journey Continues....**

PSL was invited to participate in the media launch of the Aging at Home strategy for fiscal 2009/2010. The C.E.O. along with .....a 24-7 client spoke about the value of the program and its' role in enabling seniors to live independently with dignity & respect, safely in the community. Amongst the programs announced, PSL was approved for:

The implementation of a 24-7 Supports for Daily Living program at Summerville Pines with up to 30 clients, including service to a designated neighbourhood surrounding the building (hub)

As well, PSL will serve as the lead agency for the Elder Abuse program in partnership with Family Services of Peel and a Telephone Reassurance program in partnership with the Square One Older Adult Centre

### **Building an Integrated Health System and Community Capacity.....Together**

The C.E.O. was seconded on a half time basis by the MH LHIN as Manager, Special Projects, Aging at Home. Key strategic project development included:

- ASSIST Implementation
- Coordinated Regional Transportation

- Adult Day Programs
- Supports for Daily Living
- Palliative & Respite Care
- E-Health

We wish to acknowledge the PSL Board for their leadership in the approval of the secondment; agency senior staff for their support and encouragement of their C.E.O. in this role; and of course to the MH LHIN for their decision to engage a senior health executive from the Community Support sector facilitating health system integration.

From a service perspective, PSL played a leadership role in the development and implementation of the Supports for Daily Living model along with our colleagues from the Oakville Seniors' Residence, Nucleus Housing and the MH LHIN staff. Our Intake, Assessment and Referral Coordinator (Sabeen Alam) worked with two local hospitals (Credit Valley and Trillium) with discharge planners and CCAC case managers in identifying and transitioning: Alternate Level of Care patients; Long-Term Care Home wait list and active residents to our 24-7 program, in addition to hospital patients who were moved from acute care wards to our service sites. As well, as part of the model development we presented at Queen's Park to policy staff, and introduced the Inter Rai Community Health Assessment as the first to do so as community support service providers internationally with Dr. John Herdes, Professor, University of Waterloo.

As chair of the ASSIST implementation team, our C.E.O., and colleague Priti Patel from the MH LHIN developed a four day Value Stream Analysis session for health service providers. Ron Bercaw and Sue Lantz facilitated the session. We wish to thank Priti Patel, Bill Campbell, Narendra Shah, Bill MacLeod, Mutiat Bello and all of the MH LHIN staff and board for their support during this successful secondment.

Another exciting project in the works is the development of Human Service Centres in Peel. With thanks to the United Way of Peel and Winston Meyer, site location chair, who initiated the concept with a board decision to move their headquarters in the summer of 2010. Peel Senior Link and the Canadian Mental Health Association – Peel Branch along with the United Way, came together to lead the process. As a result of a survey of United Way funded agencies and now expanded to health and other community groups and organizations, a vision and terms of reference have been established, and a governance board will be formed as a transition from the current steering committee. DTZ Barnicke was selected through a Request For Proposal process as our realtor. The first HSC is planned for 2010. One of the key reasons for establishing the HSC is to improve service access through multiple providers delivering integrated services in a shared space location; establish back-office efficiencies; nurture social purpose enterprises/innovative service opportunities; build community capacity and support for small organizations and community groups; and an enhanced community profile and recognition for not-for-profit providers inclusive of staff and volunteers.

## **Collaborations/Association Support**

PSL has played a significant role over the years in participating in and supporting a broad range of organizations/associations. This past year included, but not limited to:

- Regional Geriatric Program of Toronto
- Ontario Gerontology Association
- Peel Newcomers Group
- Diversity Roundtable
- Age Friendly Communities
- Falls Prevention
- Diabetes Bridging Program
- Ontario Community Support Association
- Metamorphosis Network
- Seniors' Health Research Transfer Network

## **Governance – Enhanced Role and Accountability**

With the initiation of Multi-Sector Accountability Agreements between HSP's and LHIN's, governance boards have acquired an enhanced role in health system integration and improvements, and increased accountability for public funds. Earlier this year, Metamorphosis sponsored a dinner session for governance board members and E.D.'s./C.E.O.'s. The session was chaired by Carolyn Giddings, Chair of PSL and Pat O'Brien, Chair, Bramalea Community Health Centre. Lorne Zon, C.E.O., Canadian Mental Health Association – Ontario Division, was the guest speaker. Lorne served as a representative of the community sector in negotiations with the LHIN's in the development of the MSAA's.

Building on the agency annual client and caregiver satisfaction surveys, PSL will launch a Community Engagement process this year. We will explore the opportunity of a joint process with several community partners. As well, PSL has continued its active participation in the Best Small Medium Employer organization study with Queen's University, Business School in partnership with Hewitt. Our scores improved significantly in a number of key areas and it is our goal to achieve success by reaching excellence and being recognized as such in the Globe & Mail as a top 50 employer in Canada. We are able to benchmark our business practices and employee/governance board satisfaction with the corporate sector as well as other not-for-profit organizations Canada wide through this recognized and respected improvement process.

PSL Board members (chair & treasurer) attended a board to board governance session last summer sponsored by John Magill, Board chair, MH LHIN. As well, the PSL Board facilitated a governance session with its senior staff recently in preparation for the Accreditation Canada surveyor visit in February 2010, and established a task group for the review and development of board policy to ensure compliance with the MSAA; knowledge transfer & development; and best practice implementation.

## **Enabling Technology**

This past year, PSL has taken a leadership role with the MH and CW LHIN's in leveraging the connectivity of community support service/mental health & addiction providers through E-Health Ontario's one mail service. In partnership with the MH LHIN C.I.O., Andrew Hussain, the PSL C.E.O. facilitated the development of a Community Provider Portal to serve as common workspace for CSS serving the MH and CW LHINs. This web portal is being housed at the Trillium Health Centre and will be launched this fall. The second phase of the portal development will enable providers to share client assessments in a common format and referrals electronically, in a secured environment. With thanks to Andrew Hussain, C.I.O; Karen McClure, Program Coordinator; Saba Baig, volunteer Informatics coordinator; and Henry Van Boxtel, PMO lead.

Serving as the MH LHIN e-Health chair, the PSL C.E.O. assisted in the development and refresh of the e-Health 3 year strategic plan. As well, serving as co-chair of the CSS – MIS provincial project, two new software solutions (Microsoft Dynamics GP and Human Resource Information Systems) have been acquired (free lifetime licenses for CSS providers) which can be accessed through a secure web based environment with thanks to the Community Care Information Management division of the MOH&LTC. Having reached the end of the 2<sup>nd</sup> year of a 3 year implementation for MIS compliance for the CSS sector, the provincial steering committee held a strategic planning session earlier this year to develop a transition plan to a new CSS governance model for oversight with the software solutions.

To enable PSL staff to better manage client information and achieve system improvements, we purchased the Softcare Case Manager program, and developed the system in collaboration with company staff to design the forms specifically to our unique needs. This software will further enable the agency to provide required client service data reports in a timely and efficient manner, and improved data analysis. Management staff has attended training sessions and front line workers will be engaged in the next phase.

## **Closing Remarks**

We wish to extend our thanks to PSL governance board members; clients/caregivers; front line and management staff; metamorphosis leadership team; volunteers; placement students; service partners, funders; donors; vendors; network/associations; and other supporters. We welcome our new front line workers (Personal Support and Home Helpers), Shelly, Nisa and Dawn as new site supervisors; Kinja, Outreach Worker; Sabeen, Intake, Referral & Assessment Supervisor; wish Evelyn Cruz, Finance Manager all the best in future endeavors, and welcome Paula Deering, HR Manager to our Senior Leadership Team.

Respectfully submitted,

Carolyn Giddings  
Board Chair

Raymond Applebaum  
Chief Executive Officer