

A Year of Transformation



Report to the Community

Year Ending March 31, 2011

It's Good To Be Home!

We are pleased to present Circle of Care's Annual Report for the fiscal year ending March 31, 2011.



Allan Rudolph
Board Chairman

Improving the lives of the people we serve is at the heart of Circle of Care's mission and the work we carry out each day. Since 1974 we have strived to optimize the independence of our clients and help them live healthier, happier, and longer lives in their homes. In June 2010, we launched our 2010-2014 Strategic Plan, *Passion & Purpose*, an inspiring and **transformational** roadmap that will enable Circle of Care to deliver on our mission and accomplish our vision "*to be the best community health care organization in Ontario; the preferred choice!*" The plan was shaped by our Board of Directors, the clients and families we serve, our employees as well as our community partners. It outlines Circle of Care's strategic directions and priorities that will *transform* how we perform our work so we achieve outstanding results.



Michael F. Scheinert
President & CEO

In the summer of 2010, we embarked on this strategic journey. We have already seen significant improvements in our operations and service. Our agency culture continues to evolve, retaining the essence of what has brought us to this point, combined with an openness to incorporate changes necessary for future success. Our employees have a renewed focus on excellence, accountability and client centered care.

Circle of Care's new agency structure, including our innovative Client Service Centre, provides a seamless coordinated delivery model for all agency services and programs. Circle of Care is a true "one stop" provider of community based health care services and programs that meet the diverse needs of our clients.

Over the past year we have made important strides in how we work with our funders and other community agencies. We have assumed leadership roles and have partnered with others in a number of provincially sponsored initiatives such as Balance of Care, Home at Last, and Home First. Of special note is our work on the Circle of Five Medical Appointment Transportation Project and in particular, our collaboration with Etobicoke Services for Seniors (ESS), the recipient of this year's Circle of Care Community Partnership Award. We are grateful for the continued support and collaboration of our funding and partner agencies. Working together, we make a significant difference in the lives of our clients.

In closing, we extend our deepest gratitude to Circle of Care's Board of Directors, management team, office staff, field employees and volunteers. Without fail, they display a profound commitment to our clients and the communities we serve. It is through their exceptional efforts that we are able to deliver on our mission and achieve transformational results.

SERVICE HIGHLIGHTS

- 389 Personal Support Workers cared for over 4,000 Clients in their homes, providing 520,000 hours of home support services
- 3,088 hours of counseling & support and 1,543 respite care hours through the Family Caregiver Connections program
- 423 Holocaust Survivors received support
- Over 14,500 supportive housing visits
- Volunteers delivered over 82,000 meals to 740 clients
- Van Drivers provided over 26,400 rides to 958 clients
- 90 clients attended 4,012 days of programming at our Adult Day Centre
- Our Client Satisfaction Score was 96%

Transforming Client Service

At Circle of Care, we know that service excellence is measured by the experiences that our clients have with our employees. Every time we interact with a client or a customer, whether at the bedside, on the telephone or driving a client to an appointment, it is a **'Moment of Truth.'** Therefore, at Circle of Care, we always strive to ensure each moment is memorable. We are creating a more client-focused organization with client-friendly processes and systems, and a work environment that reinforces the commitment of putting the client and customer first, every time! And, we have achieved great successes in the last 12 months.

We are proud of our new **Client Service Centre.**

- The centre makes it easy for clients to connect with us for information, advice, assessment and service needs.
- Our team of skilled employees can handle questions, issues, initial needs assessment and recommendations for service to meet the client's unique requirements.
- With one call, a client can speak to one person to fulfill multiple needs.

"The Client Service Centre is a major milestone in the implementation of Circle of Care's new Service Excellence Model," says Michael Scheinert, Circle of Care's President and CEO.

We began planning for the implementation of a **"Voice of the Customer"** feedback system.

- The new system will improve our ability to obtain information from our clients and their caregivers on their experience with Circle of Care.
- It will ensure we not only listen to the feedback but we use this information to fix problems, implement improvements and recognize employees who are making a difference.

Over the last few months, we have also simplified many of our processes that impact clients and we have developed new **service standards and policies** with a focus on improving the critical components of a quality experience:

- Client safety
- Service planning
- Client communication



Circle of Care staff and volunteers interacted with Clients over **1,000,000** times this year!



86% of our Clients felt that their experience with our transportation services was excellent. Driver performance, scheduling and punctuality ranked very high.

96% of Clients receiving Personal Support Services were delighted with their overall service experience giving it a score of excellent. Quality, continuity and communication also ranked very high.

98% felt that the Kosher Meals on Wheels service was excellent. Food quality, portion size and volunteer contact also ranked very high.

Levels I & II - Circle of Care was awarded Level I and II Accreditation from the Hospice Association of Ontario.



OUR PASSION & PURPOSE

Our *mission, values, vision and brand promise* are bold, forward-looking and simple to remember. They tell the story about who we are, what we stand for, where we are going and what we promise to do. Their impact on Circle of Care is *transformational*. They guide us forward in the ways in which we operate, assist clients, provide services and interact with one another, our partners and our community.

They are more than just words on a page, they are Circle of Care's '**Passion & Purpose**' for the future.

Our Enduring Mission

To support individual independence and to sustain and enhance quality of life in the community.

Our Strengthened Values

- Accountability
- Client-Centred Care
- Diversity
- Ethical Behaviour
- Innovation
- Learning & Growth
- Safety
- Teamwork & Collaboration

Our Refreshed Vision

To be the best community health care organization in Ontario; the **preferred choice!**

Our New Brand Promise

We help our clients live healthier, happier, longer lives in their homes.

Engaging Our Employees

Our team of 500 employees and 320 volunteers bring purpose, passion and energy to their jobs each day. Whether in the community assisting our clients, or behind the scenes, our employees are committed to making each client experience memorable. Over the last year, we have provided more opportunities for our employees to learn, get involved in projects, contribute to discussions and to provide feedback. Our staff has embraced each opportunity and helped us achieve transformational results.

- ✓ Three Circle of Care townhall meeting series were held to update employees on changes, agency progress and new initiatives; and to seek their ideas and feedback.
- ✓ Training was a priority in the last year to prepare and enable our employees for success.
- ✓ Leadership labs were established for supervisors and managers to assist them in preparing and supporting employees through change.
- ✓ Team-building sessions built momentum within teams, in direct alignment to our mission, vision and strategic goals.
- ✓ Employee focus groups were held to promote involvement in creating and sustaining change in the agency.
- ✓ Employee communication was enhanced with the launch of a new agency newsletter; news blasts to announce important information; and the introduction of the employee Intranet.
- ✓ Employees from across the organization were asked to participate in priority projects, including the Service Excellence Model Project, the Performance Management Project and the Intranet Project.
- ✓ More recognition events were held, such as our summer picnic and our annual Employee Recognition event.



Our Volunteers

The world is hugged by the faithful arms of volunteers. ~Terri Guillemets

Our volunteers are everyday heroes in the community and they inspire us!

- **Our volunteers bring energy, kindness and dedication to their roles with Circle of Care. They are instrumental in fulfilling our mission.**
- **They provide caring, support, compassion and respect to our clients.**
- **They deliver meals to hundreds of clients in the Greater Toronto area.**

DRIVING TRANSFORMATION THROUGH INNOVATION

Innovation is a key strategy in our quest to provide the best possible Client Experience. Through innovation, we are able to develop new and better processes and increase our productivity, quality and service excellence. Circle of Care strives to infuse innovation into all aspects of our work.

Cluster Care Pilot Project

In 2011, in partnership with Central CCAC, we implemented a 6-month project to develop and evaluate an innovative service delivery model for cluster care in 4 apartment buildings in the Bathurst- Finch area. This model provides a basket of services for clients that includes individual and group interventions, personal support, meals on wheels, transportation, an Adult Day Programs, and social work services.

Family Caregiver Connections Best Practice Forum

Circle of Care, Baycrest and Family Caregiver Connections hosted a “Caregiver Best Practices Day” in March 2011 to showcase innovative caregiving initiatives. The goal was to share knowledge, experience and evidence based research, with a focus on innovation, best practices, diversity and technology.

SHOWCASING INNOVATIONS

Circle of Care showcased some of our innovative initiatives at conferences in Canada, such as:

- Our ‘Service Excellence Model’, Canadian Home Care Association Conference, October 2010
- ‘A Collaborative & Inclusive Model to Support Aging at Home’, Ontario Association of CCAC’s, June 2010
- ‘How Do We Decide?’ Professionals Working with Holocaust Survivors, March 2011
- ‘Couples Group for Spouses of Individuals Diagnosed with Dementia’, Best Practices in Caregiving Conference, March 2011

Telecommunications

Circle of Care’s Client Service Centre team was equipped with new cell phone technology so they can make calls using a computer over the Internet. We can now collect more data on call volumes and response times to improve the client experience.

Research Partnerships

During the last year, Circle of Care has worked with the University of Toronto, Baycrest and UJA Federation to conduct important healthcare research related to support services for seniors, smart home technology, frail seniors’ needs, and brain health.

“Innovation distinguishes between a leader and a follower” - Steve Jobs



Board of Directors

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Our Funding Partners

Central Local Health Integration Network (LHIN)
 Community Care Access Centres: Central, Toronto Central, Central East, Central West
 City of Toronto Community & Neighbourhood Services
 Ministry of Health & Long-Term Care
 United Way Toronto
 UJA Federation of Greater Toronto
 Conference on Jewish Material Claims Against Germany

Our Affiliates:

Circle of Care Foundation
 Habayit Shelanu Seniors Residences Corporation
 Association of Jewish Seniors



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HOSPICE ASSOCIATION OF ONTARIO

**At Circle of Care, we help our clients live healthier, live happier,
 live longer lives in their homes.**

Circle of Care

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