

**Circle
of Care**
Sinai Health System

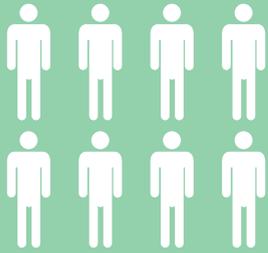
Annual Report

2016-2017

*Compassionate
People Delivering
Exceptional Care*

Our community reach

a year in numbers

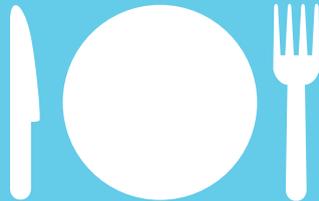


15,585
clients

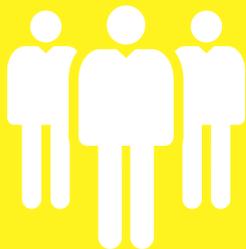
754
volunteers



178,803
meals delivered



25
languages
spoken

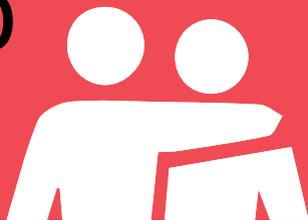


1,032
employees

533,307
client calls
received



1,153,230
hours of personal
support



115,424
rides for
seniors



156
falls prevention
and exercise
classes

1,391
Holocaust
survivors served



Opportunity *awaits*

If 2016-17 has shown us anything, it's that transformational changes are taking place in home and community care. Along with the early stages of implementing Ontario's Patients First Act, this past year also saw the Local Health Integration Networks (LHINs) take on a new role through the provision of direct home and community care, in addition to system and capacity planning.

At Circle of Care, we believe that transformation and opportunity go hand in hand. In the fall of 2016, when additional funding was made available to provide more care, as well as support for caregivers, we rose to the challenge by increasing our PSW complement by 30 percent. And, in an effort to anticipate the evolving needs of our rapidly aging client population, we added new talent to our leadership team—improving our capacity to provide strategic thinking and solutions that will improve quality of life for people in our community.

As we look to the future, we know that our success will rest on how well we can support the province's transitioning health care system. In early 2017, we launched into a strategic planning process that will guide our path over the next three years. Built on a strong foundation of compassionate people delivering exceptional care, our priorities reflect a commitment to our own evolution and also reflect the current challenges within the home and community care sector.

Although the roll-out of our 2017-2020 Strategic Plan is still in its early days, alignment to our strategic pillars (ReDefine, ReAlign, ReConnect, and ReInvest) is already being embraced by employees across all levels. "We are redefining the care we provide to

our clients," says Teresa Walker, Team Lead for our Service Coordination Team. "Incorporating the client perspective is critical because it empowers families to make the right choices that make sense for them and their loved ones. This means that I always make every attempt to schedule a client's visit when they want it and with the PSW that they are most comfortable with. It's not an easy task but you know it will have a positive impact on the client, so you do everything you can to make it happen."

It's compassion and understanding like Teresa's—and all 1,000+ of our employees who stand with her—that will truly make a difference during these transformative years. There has never been a more enlightening time in home and community care. Circle of Care is ready to embrace any challenges and thrive during this exciting journey.



A handwritten signature in black ink, appearing to read "Allan Rudolph".

Allan Rudolph

Chair, Board of Directors
Circle of Care,
Sinai Health System



A handwritten signature in black ink, appearing to read "Carey Lucki".

Carey Lucki

Chief Executive Officer,
Circle of Care and
VP, Sinai Health System

Smother transitions *across the system*

Now into our third year of integration with Mount Sinai Hospital, Bridgepoint Active Healthcare and the Lunenfeld-Tanenbaum Research Institute, we have continued to leverage the power of connections to create a more seamless care experience as people transition from hospital to home.



PSW LEARNING EVENT FOCUSES ON AGING BRAIN

Every day, Circle of Care's Personal Support Workers (PSWs) make their way through the community, often coming face to face with the ever-changing symptoms and impairments of an aging brain.

Helping PSWs understand the physiology behind dementia, mental illness and behaviour was the focus of our annual learning event for all PSWs. Attendees heard from Dr. Mark Lachmann, Geriatric Psychiatrist and Physician Lead at Bridgepoint Active Healthcare, who spoke about this complex subject in a way that was engaging and relatable.

"My goal is to help you understand why your clients are feeling confused, and losing their memories and sometimes acting with anger or frustration," he said.

"PSWs play a pivotal role in the health care system since they are often the most consistent and frequent contact for clients in the community," says Carey Lucki. "This is why it is so important to ensure our PSWs are receiving the best learning and training possible. Having experts through Sinai Health System only furthers our ability to deliver exceptional care in the community."

COMMUNITY SUPPORTS KEEP PATIENTS AT HOME

Toward the end of a hospital stay, it can be common for patients and caregivers to feel anxious about the transition back home due to a lack of understanding on how to access community supports that will aid in the recovery process. To help address this gap, a collaborative pilot program was launched at Mount Sinai Hospital that leverages Circle of Care's expertise in the community.

Through a generous donation from the Max and Larry Enkin Family Foundation, a community social worker from Circle of Care works with patients and families pre- and post-discharge to ensure a successful transition home, and to reduce the likelihood of a return to a crowded Emergency Room or of a hospital readmission.

The Social Work Care Navigator pilot is one of Sinai Health System's first integration initiatives. Since its launch, over 90% of complex patients who had involvement have remained at home following discharge.





SAFE, AFFORDABLE PATIENT TRANSPORTS

Arranging for transportation to various non-emergency appointments during a hospital stay can be challenging for patients and families. But now, patients within Bridgepoint's Orthopedics Unit are benefiting from a Circle of Care-led initiative that provides safe and convenient transportation to and from their appointments at Mount Sinai and other local clinics.

The pilot program (funded by grants from the Rotary Club of Toronto, the Max and Larry Enkin Family Foundation and Circle of Care Foundation) utilizes a wheelchair-accessible van operated by a fully licensed and CPR-trained driver at a reduced cost to the patient and the hospital. As a result, taxis are avoided and the patient experience is enhanced through a seamless door-to-door, and arm-in-arm journey.

VOLUNTEERS SPREAD THEIR WINGS

Patients at Mount Sinai and Bridgepoint are now benefiting from the compassionate touch of Circle of Care's volunteers. This past year, Mount Sinai Hospital's Family Health Team and Bridgepoint's Palliative Care Unit began matching patients with our specially trained volunteers in a cross-site initiative that brings comfort and support to patients and their family members.

Riding on the success of our popular Friendly Visiting program—which provides companionship and relief from social isolation—patients from Mount Sinai's Family Health Team are partnered with a volunteer who can assist with everyday errands, such as trips to medical appointments and shopping, or who can simply spend some time visiting.

"The pain and loneliness of isolation is so real," says Friendly Visiting volunteer Ana Rankovic. "I want to give back to marginalized members of society, and this experience has been an ideal way to increase my community involvement. Also, my own life has been enriched with this meaningful new relationship."

Volunteers also provide practical, emotional and spiritual support for patients of Bridgepoint's Palliative Care Unit who have been diagnosed with a terminal illness. Through this partnership, volunteers help make these difficult passages more manageable and meaningful for people facing end of life, and for their loved ones who benefit from respite provided by these visits.

Roadmap *to success*

In early 2017, as we set out to develop our three-year Strategic Plan, we knew we needed a roadmap for success that would align with the Vision, Mission and Values we share with Sinai Health System. We were also mindful of Ontario's transitioning health care landscape as the LHINs take on new roles and responsibilities and community care continues to expand in response to a rapidly aging population. In order to meet the increasingly complex needs of our clients and their caregivers, we recognized that incorporating their voices through co-designed care plans would be integral to future success.

It became clear to us that Circle of Care's direction must entail strategic areas of focus with an emphasis on revision and renewal. It was time for us to ReDefine Quality Care, ReAlign Operational Excellence, ReConnect in Partnerships and with the Community at large, and Reinvest for Growth and Innovation.

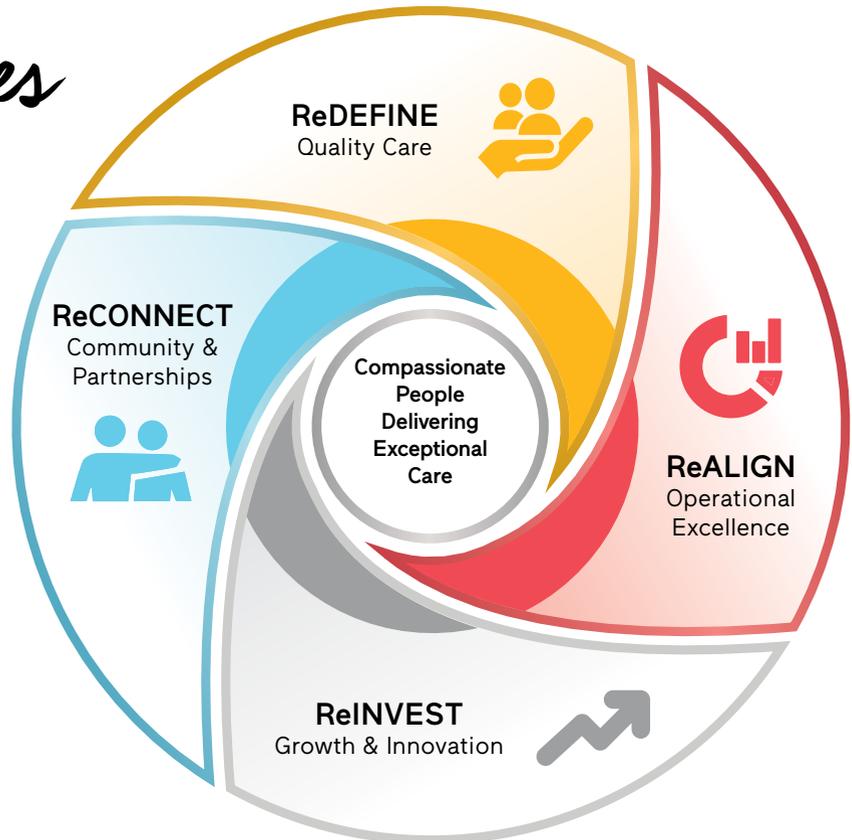
Circle of Care is looking to the future. We will remain flexible as home and community care evolves and continue to deliver the best care possible.

Please join us on this exciting journey.



Our strategic priorities

Our priorities reflect a commitment to transforming the delivery of care to better meet the needs of clients and caregivers.



ReCONNECT Community & Partnerships

- Leverage connections across SHS to improve the client experience
- Foster strategic alliances to support healthier populations
- Advocate for clients and caregivers through community outreach and donor engagement



ReDEFINE Quality Care

- Incorporate client perspective in all facets of care delivery
- Enhance quality through integration of best practices
- Strengthen our health and safety-driven culture



ReALIGN Operational Excellence

- Optimize operational processes through automation and process improvement
- Achieve performance excellence through analytics and evidence-informed decisions
- Consistently deliver on funded commitments



ReINVEST Growth & Innovation

- Recruit and retain top talent through a supportive learning culture
- Develop leading-edge and responsive client-centred services
- Drive transformative technology solutions

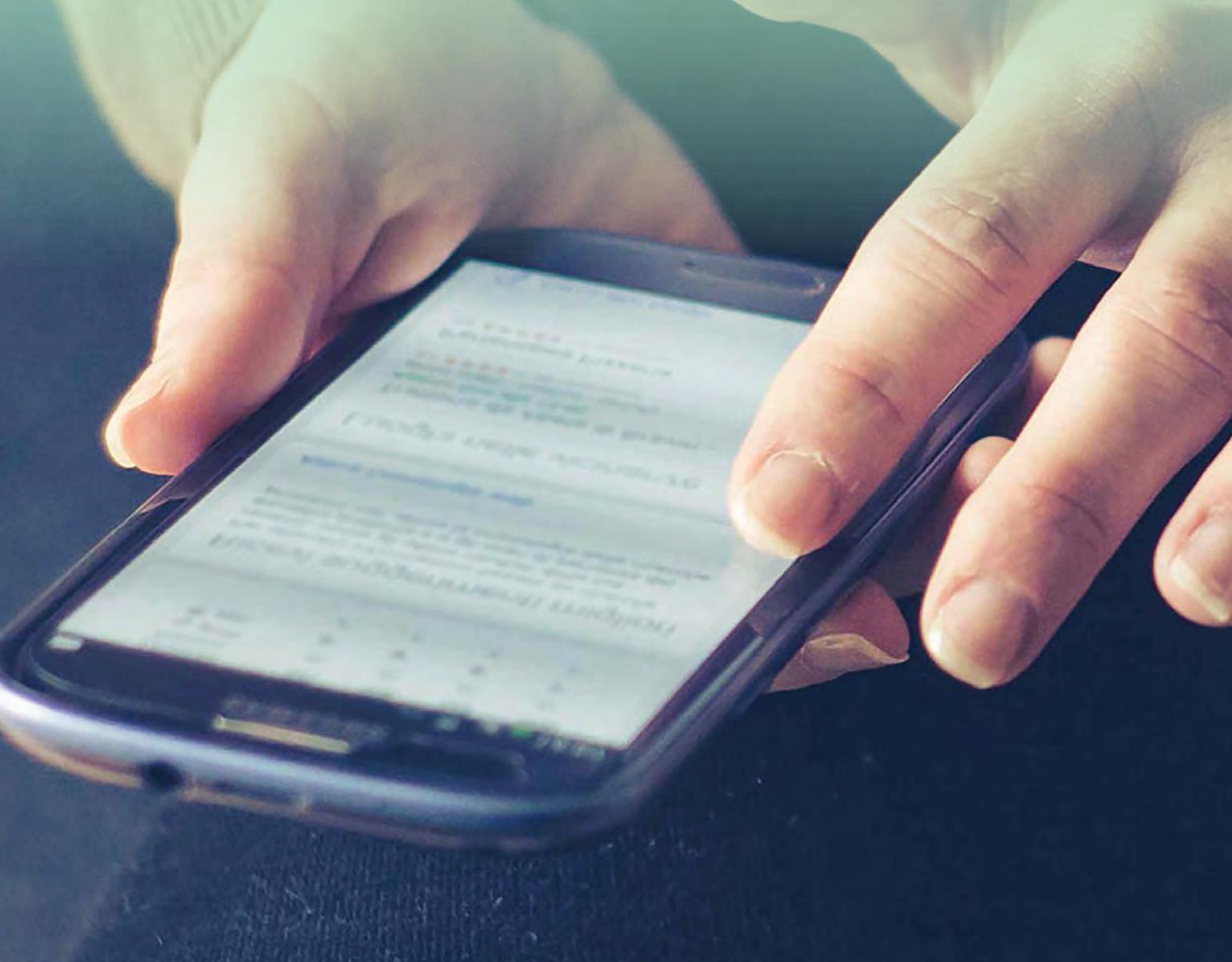
Staying connected *to client care*

In the past year, our in-house Information Technology team continued to make innovative strides by designing improved solutions that pave the way for seamless care, patient choice and flexibility. Our new client app, *MyCofC*, is making it easier for families to keep track of visits and monitor services that are provided to their loved ones.

Once they have downloaded the free app, clients or family members are able to securely log in to their account from any iOS or Android smartphone or tablet. Users can view scheduled visits and also track the status of visits and services as they happen – providing

added comfort for caregivers who live a distance from their loved one.

For frontline staff, our PSW app has added features since it was first developed in 2015. In addition to providing up-to-date scheduling information, geo tracking, electronic visit verification and client signatures for additional visit confirmation, the app now allows PSWs to access organizational updates, policy changes and other tools that make them feel empowered and more connected. The app also allows PSWs to pre-order supplies and request statutory holidays and vacation days in advance.



Meaningful support *from our community*

Our generous donors make it possible for us to extend a helping hand to clients and caregivers with limited income, and to also pave the way for new opportunities and experiences that enhance client care. Special thanks to the Waugh Family Foundation, the RBC Foundation (through the Margles family), the General Wingate Branch 256 of the Royal Canadian Legion, and the Lolly Fund (through Lorne Propas) for their ongoing support.



ART THERAPY SESSION FOCUSES ON HOSPICE BENEFITS

Providing volunteers with opportunities to enhance their interactions with clients is the motivation behind “Wednesdays with Lolly”, an annual event made possible by Lorne Propas, in memory of his late wife, Lolly. This year’s session featured the benefits of expressive art therapy, leading attendees through several art therapy exercises including mask making, painting, and journaling.

“For people in hospice care, there can be a feeling of helplessness, and a lot of empty hours to fill,” explained facilitator Maya Trendov. “Working on an art project can give them an opportunity to feel proud of accomplishing something that day. It’s something they can have control over, which is so empowering near the end of life.”

REACHING WITHIN TO SOOTHE THE SOUL

Thanks to a generous grant on behalf of the Waugh Family Foundation, clients and caregivers of Circle of Care’s Day Centre for Seniors with Alzheimer’s and Dementia will soon be able to experience the benefits of yoga and meditation as part of the centre’s regular programming.

Recent research suggests that yoga and meditation can have a positive impact on quality of life for individuals living with Alzheimer’s disease or other dementias, as well as their caregivers. Touted for stimulating parts of the brain and reducing stress, yoga and meditation are said to be especially helpful for people in the early stages of the disease, as the new realities of memory loss begin to set in. Further, caregivers who take the time to de-stress by participating in yoga are reported to be better able to provide care for their loved ones.

Funding will also be used to provide in-home respite care to provide caregivers with the opportunity to attend the program.



Improving quality of life *for people in our community*

As health needs change and become more complex, home and community support services will become even more critical to successful patient and client outcomes in the future. At Circle of Care, we are passionate about delivering a holistic approach to care that supports the cognitive, physical, emotional, spiritual, and social well-being of our clients and their caregivers.

While increasing access to health care and transforming the health care delivery system are important, research is showing that improving population health requires broader approaches that address social, economic, and environmental factors.

By addressing the social determinants of health through our various programs and services, we are able to significantly impact quality of life across the communities we serve, while offering significant value to the health care system. The snapshots that follow highlight the impact of these touchpoints, and demonstrate our 43-year commitment to nurturing the “whole self” of our clients.



SOCIAL INTEGRATION

She is blooming. I saw my wife dancing at the Day Centre Hanukkah party. When we meet friends, she can joke around – she doesn't just sit. She changes channels on the TV looking for things that attract her. When I come to pick her up, and I see a smile on her face, I know she's doing well."

– JT, SPOUSE AND CAREGIVER. OUR ADULT DAY PROGRAM OFFERS EVIDENCE-BASED SUPPORT FOR PEOPLE LIVING WITH DEMENTIA.



ACCESS TO FOOD

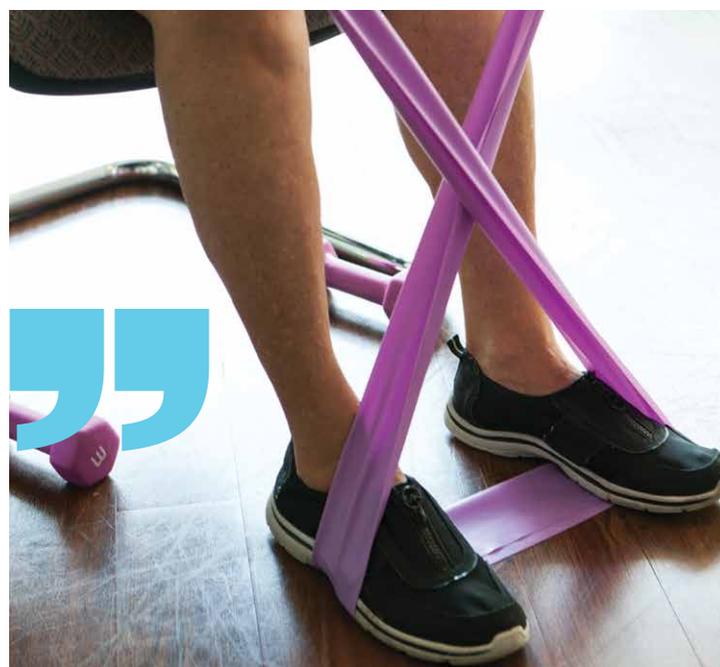
Our Kosher Meals on Wheels program acts as a lifeline for people who can't afford healthy food, or have mobility issues that prevent them from simply accessing food."

- GLORIA, VOLUNTEER. OUR KOSHER MEALS ON WHEELS PROGRAM PROVIDES CLIENTS WITH ACCESS TO NUTRITIOUS KOSHER MEALS.

COMMUNITY ENGAGEMENT

"Besides the physical benefits, these classes serve an important social function in my life. Getting us out of our homes on a regular basis and offering an easy and natural way to interact with our neighbours helps decrease feelings of isolation that many of us face.

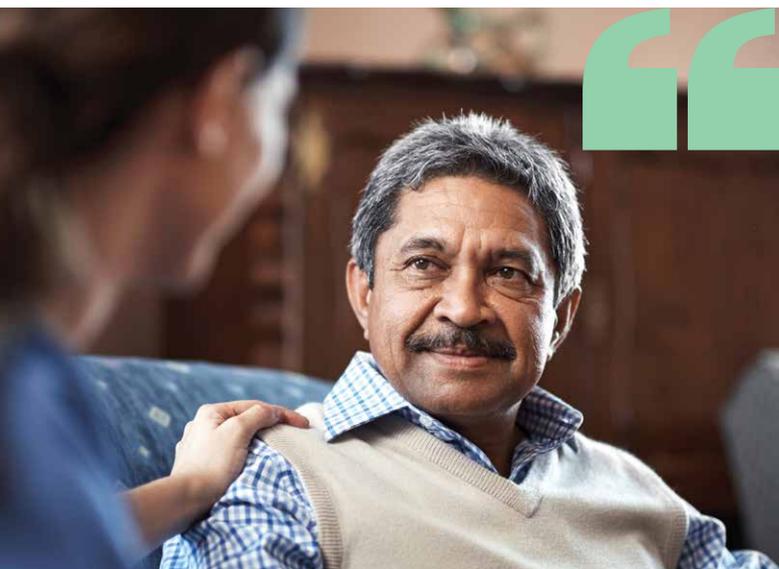
- PR, CLIENT. OUR FALLS & EXERCISE PREVENTION CLASSES HELP PARTICIPANTS INCREASE MOBILITY, RELIEVE PAIN AND REDUCE THE RISK OF FALLS.



PROVIDER AVAILABILITY

Many of our clients don't belong in long-term care, but benefit from an extra set of eyes so they can stay safe in their homes. Knowing they can receive help 24/7 gives them the confidence they need to stay independent."

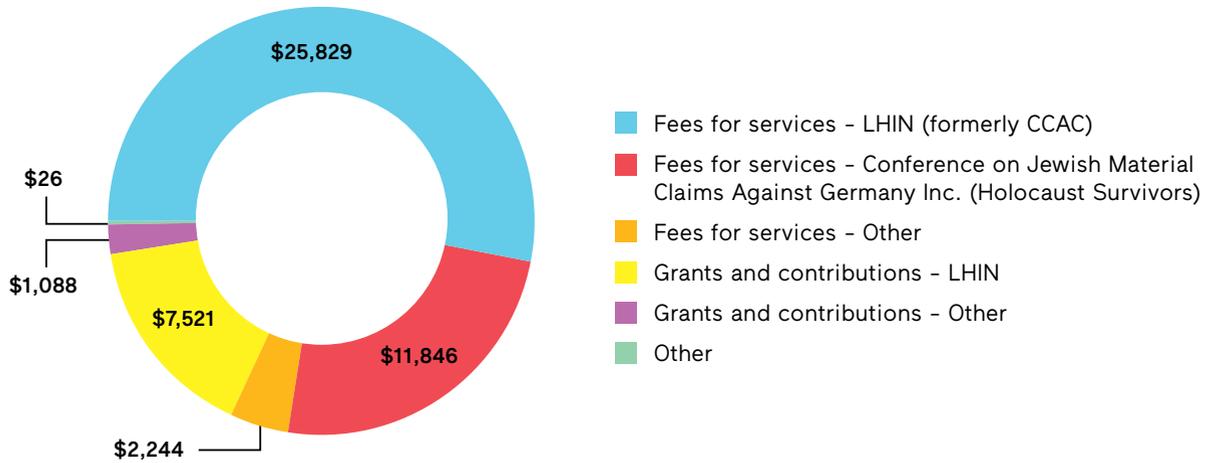
- TERRY, PSW. OUR ASSISTED LIVING SITES OFFER 24/7 SUPPORT TO SENIORS IN THEIR HOMES.



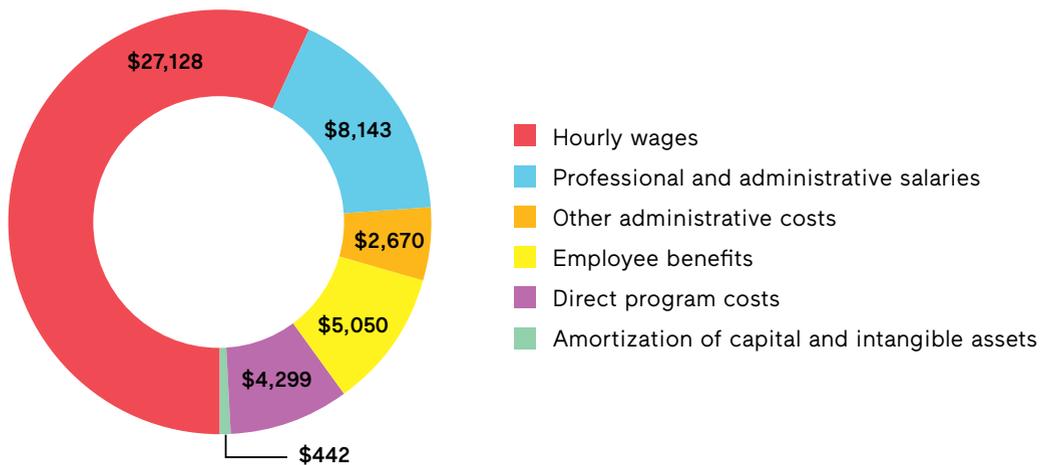
Our financials

The following charts show the distribution of revenue and expenses for Circle of Care for 2016-17.

REVENUE (\$000s) For the year ended March 31, 2017



EXPENSES (\$000s) For the year ended March 31, 2017



Financial statements audited by MNP LLP.



Sinai Health System: Where care connects

As we move into our third year of partnership with Sinai Health System, we continue to make strides every day in our pursuit of creating more seamless transitions and delivering the highest quality care. Together, we are helping people live their best lives, from healthy beginnings to healthy aging.

Vision

Canada's leading integrated health system, pushing the boundaries to realize the best health and care from healthy beginnings to health aging for people with complex health needs.

Mission

Sinai Health System delivers exceptional care in hospital, community and home, focusing on the health conditions with the greatest impact on the overall health of the population. We discover and translate scientific breakthroughs, develop practical health solutions, educate future clinical and scientific leaders, and lead efforts to eliminate health inequities.

Values

Person-centred care
Excellence
Accountability
Collaboration
Equity
Innovation

Leadership

BOARD OF DIRECTORS

Allan Rudolph, Board Chair
Stephen M. Pustil, Vice-Chair
Brian Lass, Treasurer
Carey Lucki, Secretary
Harvey Bernstein
Jeff Carbell
Michael Hollend
Dr. Gary Newton
Dr. Les Richmond, Past President
Bernice Royce
Robert A. Rubinoff

EXECUTIVE TEAM

Carey Lucki,
Chief Executive Officer

Lara de Sousa,
Vice President, Client Services

Mary Louise Hall,
Vice President, Finance

Silvia Marabeti,
Vice President, Human Resources & Administration

Vin Singh,
Vice President, Technology & Information Systems

Christina Campbell,
Director, Communications & Marketing

Martin Davidek,
Director, Client Services

Jessica Elia,
Financial Controller

Arnold Foss,
Director, Holocaust Survivor Services &
Community Relations

Supriya Gade,
Director, Quality Assessment & Process
Improvement

Funders & Partners

Central Local Health Integration Network
Toronto Central Local Health Integration Network
Central East Local Health Integration Network
Central West Local Health Integration Network
Ministry of Health and Long-Term Care
Conference on Jewish Material Claims Against Germany
UJA Federation of Greater Toronto
United Way Toronto & York Region
City of Toronto
Centre for Independent Living Toronto
Ministry of Citizenship & Immigration

Affiliates

Circle of Care Foundation
Association of Jewish Seniors



*What our clients are
saying about us...*

90% | Client Satisfaction

83% | Continuity of Care

We are committed to continuous improvement and consider client and caregiver feedback in everything we do.

NRC Health: April 1, 2016 - March 31, 2017.



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Accredited by:

