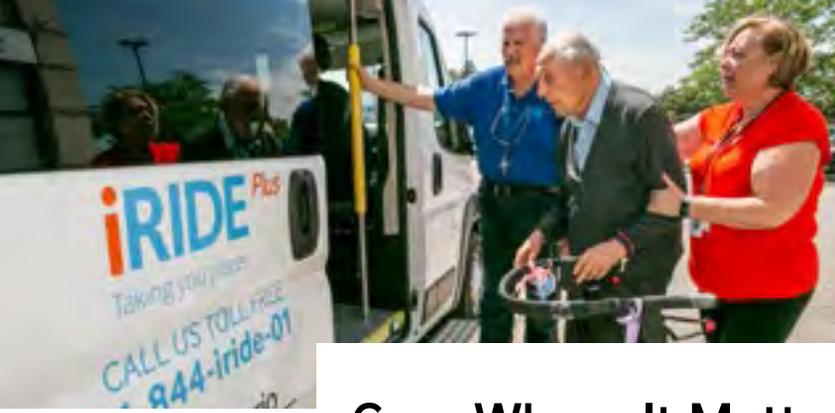


# It's good to be home.

ANNUAL REPORT 2017-2018



**Circle  
of Care**  
Sinai Health System



## Care Where It Matters Most

“ Circle of Care is a blessing for people like my mom and their family caregivers. When she was first diagnosed with dementia 10 years ago, she would spend her days just sitting in her room, looking out the window or at the wall. Now she goes to the Adult Day Program every day for mental and physical stimulation, companionship, and nutritious meals. If it wasn't for her 'club', she would have been in a long-term care facility years ago. ”

– Liliya F., caregiver





Reflecting on our accomplishments over 2017/2018, one thing is clear: Circle of Care didn't just dip its toes in the water this year; we dove in, head first, and barely paused to come up for air.

We started the year with the launch of our three-year strategic blueprint, and quickly brought it to life with a host of deliverables that focused on quality, our clients and their families, innovation, and on the dedicated people who make Circle of Care such a great place to work. This report highlights some of the remarkable progress we have made over the past 12 months, including:

- Intent focus on collaboration with clients, caregivers and families;
- Enhanced connectivity and communication with clients, families and employees through scalable and secure technology solutions;
- Adoption of evidence-based project management methods for efficient improvements to operational processes and workflows;
- Development of a robust Quality Framework for the organization, as well as preparation for our upcoming Accreditation Survey;
- Continued collaboration and integration with partners across Sinai Health System to create client-centred initiatives for better transitions and health outcomes.

None of this would have been possible without the passion and commitment of our employees and tireless volunteers. Over the past year, we have also turned our focus inward to ensure our people feel supported in their roles and that they are recognized for the significant impact they have on the health of the community we serve.

With this momentum on our side, we look forward to the year ahead and the exciting possibilities that await.

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

Carey Lucki  
Chief Executive Officer,  
Circle of Care and  
Vice President, Sinai Health System

## THE YEAR IN NUMBERS

# Our Reach Across the Community

**16,063**  
clients



**1,016**  
volunteers



**189,507**  
meals delivered



**23**  
languages spoken



**120,439**  
rides for seniors in 46 vehicles



**14,587**  
caregiver  
support visits



**1,357,815**  
hours of personal  
support



**1,344**  
employees



**1,597**  
Holocaust  
survivors served



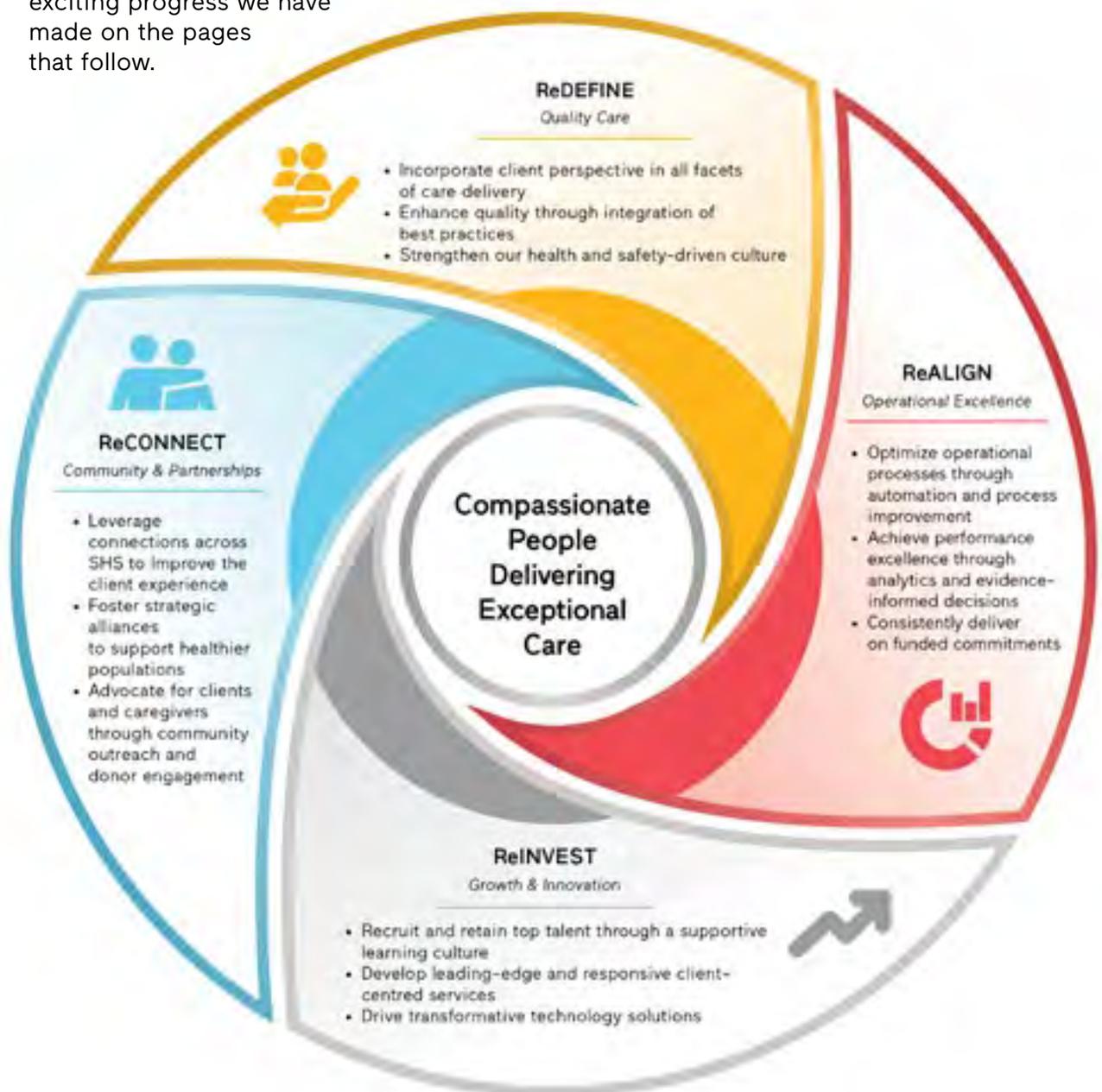
**131**  
falls prevention &  
exercise classes



# Our Commitment to **TRANSFORMING CARE**

One year ago, we created a roadmap to successfully lead us through the ever-shifting course of Ontario's health care landscape. The priorities outlined in our 2017-2020 Strategic Plan were designed to reflect our commitment to transforming the delivery of care to better meet the needs of clients and caregivers. And so, with a strategic emphasis on revision and renewal, we set out on a path to ReDefine Quality Care, ReAlign Operational Excellence, ReInvest for Growth and Innovation, and Reconnect in Partnerships and with the Community at large.

Now, about a third of the way into our journey, we are happy to report on some of the exciting progress we have made on the pages that follow.



# ReDEFINE

## Quality Care

### Countdown to Accreditation

In preparation for our October 2018 visit from Accreditation Canada, employees across the organization have been focusing on how to showcase the high-quality care they deliver every single day. Over the past year, teams have been thoroughly reviewing the standards for small, community-based organizations, implementing action plans, and working through a variety of readiness assessments including mock tracers and interactive all-staff events.

“Preparing for accreditation isn’t about creating new work – it’s about empowering employees to demonstrate how the work they do each day leads to better experiences and outcomes for clients and families,” said Dara Zarnett, Director, Quality, Risk and Process Improvement.



Injecting a dose of fun into the review process was a hit among employees. Our “Escape Room Challenge” (21 questions, 21 minutes, 1 way out!) was a terrific opportunity to learn together, collaborate and have fun. Friendly competition and lots of laughter resulted from our game show-inspired “Survey Showdown.”

**Circle of Care was previously accredited with Exemplary Standing in 2014.**



### Connecting Clients to Optimal Care

Circle of Care’s in-house client management platform, EasyCare®, was created with the specific goal of facilitating more integrated, higher-quality care for clients. Our most recent strides in innovation underscore this continued focus.

**Safer** EasyCare®’s safety and risk reporting function can now automatically identify and score risks based on information within case notes. The system is able to immediately flag and escalate heightened risks (e.g., falls) to managers for proactive intervention. Previously, a more manual process meant a greater potential for missed flags.

**Client-centred** In 2017, Circle of Care became one of the few home care organizations to launch ConnectingOntario – the provincially funded initiative that provides health professionals with real-time, secure access to critical patient information. By integrating ConnectingOntario viewer into EasyCare®, social workers and other key members of our home services team can efficiently access relevant health history, such as hospital admissions and lab reports, to develop appropriate care plans.

**Efficient** A proprietary algorithm developed within EasyCare® is making it possible to schedule client visits within minutes, which can save coordinators up to an hour when scheduling clients with complex visit requirements. The algorithm is able to search and assign visits based on a number of client factors including training requirements, gender, language, and continuity of care. In addition, changes to the referral process within EasyCare®, and automation of assessment forms for clients in our Holocaust program, have resulted in significantly reduced wait times for new clients.

**Secure** While the move toward electronic health information makes sense from a client-centred approach to more seamless care, it also creates potential challenges around client privacy and security of information. In our ongoing commitment to safeguarding client information, we have implemented stronger security measures including two-factor authentication, leading endpoint protection, and penetration testing.

# ReALIGN

## Operational Excellence

### A Better Way to Innovate Through ‘Agile’ Approach

Circle of Care’s exclusive client management platform, EasyCare®, has been enabling more seamless delivery of care since its launch in 1998.

As with any software, the ability to efficiently modify and enhance its features to meet changing business needs is central to its success.

Over the past year, EasyCare®’s in-house development team joined forces with end-users (key members of Client Services) to adopt an “Agile” approach to project management – a set of methods that enables teams to rapidly adapt innovation through more effective collaboration.

By assigning set periods of time during which specific work has to be completed and made ready for testing and release – referred to as *Sprint* cycles – changes to EasyCare® are delivered in manageable stages, rather than major overhauls. “Because of the thorough planning and testing that happens during the

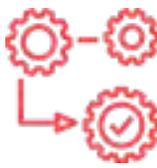


A cross-functional team comes together to plan software upgrades that will improve client care.

Sprint cycle, the impact of these software improvements does not cause disruption to coordinators and supervisors whose priority is to manage client needs,” said Martin Davidek, Director, Client Services.

Although the Agile approach is often referred to as “simple to learn, but difficult to master”, it has enabled significant enhancements to EasyCare® including:

- Ability to automatically flag risk and safety events based on keywords within case notes
- Automation of the previously onerous assessment tool used for clients joining our Holocaust program
- Automated scheduling functions including PSW vacation requests



More than  
**80%**  
of **Fortune 1000** companies report using the “Agile” approach to improve their processes.

# ReINVEST

Growth & Innovation



## CSS Palliative Training

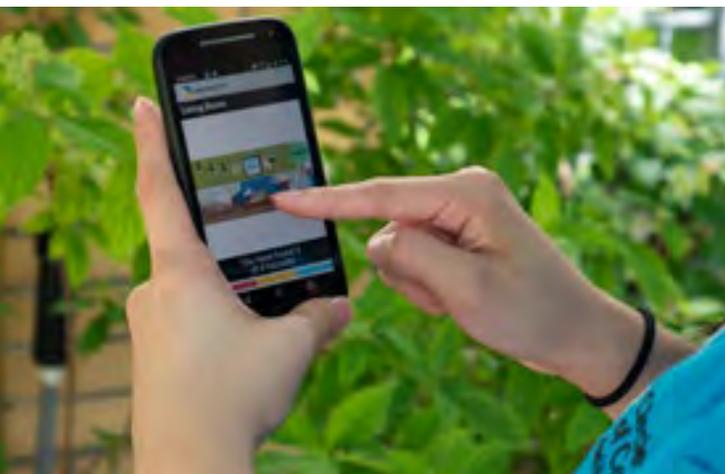
For many people experiencing life-threatening illnesses, the decision to spend their final days at home comes easily. However, managing the care of a dying person is often more than most family members can handle. Fortunately, agencies like Circle of Care are well positioned to help clients and their loved ones through these difficult transitions.

Recently, our team of Client Service Supervisors (CSSs) – all of whom are registered nurses or registered practical nurses by training – completed 30 hours of training with Hospice Palliative Care Ontario (HPCO) to ensure optimal care and support for palliative clients and their family members. Topics covered in *Fundamental Core Concepts in Hospice Palliative Care* included: ethics; psychosocial issues and impact of illness; understanding the dying process; grief bereavement; care for the caregiver; spirituality; and pain and symptom management.

In the coming months, Circle of Care's annual education event for all PSWs will feature speakers from Sinai Health System who are known for their expertise in the area of palliative care.

## Tech Touchpoints for a Mobile Workforce

Like all home and community support agencies, the vital services we provide could not be delivered without the commitment of a mobile workforce that includes PSWs, nurses, social workers, and volunteers. But the challenge of keeping mobile workers and volunteers engaged and connected to the organization is one that requires creative thinking and innovation.



### Learning on the Go

Circle of Care's original Falls Prevention eLearning module, designed and delivered exclusively for mobile phones, was recently featured at the 9th annual Canadian eLearning Conference held in Toronto.

To help bridge these gaps, PSWs and volunteers can now use any device, at any time, to log into a secure portal for access to corporate news, resources, training modules, health and safety information, and much more. Creation of the portals was inspired by the successful launch of Circle of Care's client app, *MyCofC*. The app allows users to view scheduled visits and also track the status of visits and services as they happen.



## A Voice at the Table

Strengthening the voices of patients and families in their own health care planning is one of the tenets of Ontario's Patients First legislation. For 44 years, Circle of Care has been continually innovating services and supports to help keep older adults out of hospitals and long-term care facilities, allowing them to live more comfortably and independently at home.

As we continue to evolve, we have been proud to look to our **Client and Family Caregiver Advisory Council (CFAC)** for feedback, perspective and collaboration. Over the past year, the group has been integral to driving a number of quality improvement initiatives across the organization, including enhancements to call flow and client support centre processes, upgrades to our mobile client app, and changes to invoicing and payment options.

## Building Capacity for Community Care

Finding ways to meet the needs of a rapidly aging population is top of mind for virtually every health care organization right now, and will remain so for years to come. That's why Circle of Care is focused on growing capacity beyond simply hiring personal support workers to fill the current demand for services.

"It's inevitable that the future of health care will see an even greater shift to care in the community," said Silvia Marabeti, VP, Human Resources and Volunteer Services. "That's why we remain committed to growing awareness around the significant impact PSWs can make in the lives of older adults."

This past year, Circle of Care has focused on a number of outreach initiatives in this area. A new PSW co-op program and scholarships at



local colleges were launched with the goal of promoting the unique opportunities across the home and community care sector. Our preceptor program ensures new PSWs are supported while they learn the ropes. Quarterly education sessions allow all PSWs to continue growing their skills while connecting with their managers. And, strategic partnerships, such as a recent collaboration with the Central LHIN to create a learning module for frontline workers, reinforce our commitment to advancing the profession.

## SINAI CONNECTIONS

# Creating smoother transitions and better outcomes for patients

Since 2015 we have partnered with colleagues across Sinai Health System, including these recent initiatives that leverage our collective strengths.

## Supporting Loved Ones with Dementia

One of the many advantages to Circle of Care's partnership with Sinai Health System is access to leading-edge training, such as the renowned Reitman Centre CARERS Program. The eight-session skills-based group is designed to address the needs of family caregivers providing care at home to individuals with dementia.

Thanks to mentorship through the Reitman Centre, Circle of Care has been able to offer the program to caregivers whose loved ones receive our services. Through weekly meetings, participants are able to share common experiences and learn practical strategies for dealing with the challenges associated with being a caregiver. The evidence-based skills training teaches problem-solving techniques to manage challenging situations, and communication skills are improved through simulation and role playing.



## Volunteers Bring End-of-Life Comfort

For patients and families going through the difficult end-of-life journey, each day can bring new challenges and complex emotions. While clinicians and family members offer exceptional care and support, some patients find comfort in the compassionate hands of Circle of Care's specially trained hospice palliative care volunteers.

A new program within Bridgepoint's Palliative Care Unit matches Circle of Care volunteers with patients who are seeking extra companionship. Time spent together could involve walks through Bridgepoint's scenic grounds, sharing a favourite activity, or simply being in each other's presence. For family caregivers, knowing their loved one is not alone allows for much-needed respite during an otherwise stressful time.



## Support Sinai

As part of the Sinai Health System family, Circle of Care is grateful to now benefit from the fundraising expertise of the Sinai Health Foundation. Together, we will be poised to raise money in support of programs that allow older adults to live independently at home.

## New ENRICHES Pilot Addresses Diverse Caregiver Needs

Circle of Care was proud to partner with the ENRICHES Collaborative on a new pilot program designed to support caregivers for family members with developmental delays. The ENRICHES Collaborative, based at Mount Sinai Hospital and funded in part by the federal government's New Horizons for Seniors Program, brings together local health and community

leaders to address the complex challenges facing isolated caregivers 55+ living in Toronto.

The initiative matches caregivers with a Circle of Care social worker for six months of intensive case management and support. Together, they will set goals of care and develop a plan to achieve them; make connections to services across the system; navigate options for financial assistance (if applicable); pursue social opportunities; and explore the use of technology and social media for support and resources.

"Every caregiver's journey is unique," explained Lara de Sousa, Vice President, Client Services. "But by joining forces with ENRICHES, which links us to experts and support from the Reitman Centre, North York Community House, and Developmental Services Ontario, we have a much better opportunity to find solutions that can address their specific needs."

## Partnering for Better Outcomes for ALC Patients

As Ontario hospitals continue to struggle with capacity issues, Circle of Care has been collaborating with community partners on an initiative that will free up acute care beds currently occupied by patients who require an alternative level of care (ALC).

In response to the Toronto Central LHIN's recent proposal for short-term transitional care beds, Circle of Care is proud to be partnering with long-term care provider The Re kai Centres, LOFT Community Services, and Sinai Health System on a model of care that will support the transition and flow of ALC patients from Toronto Central LHIN hospitals.

Based at the Re kai Centre at Wellesley Central Place, the 10-bed reintegration unit began taking patients this past winter. Circle of Care is providing support through a Social Work Care Navigator who is responsible for selecting appropriate patients from the acute setting, coordinating clients' care needs throughout their stay, and facilitating a successful transition back to the community.



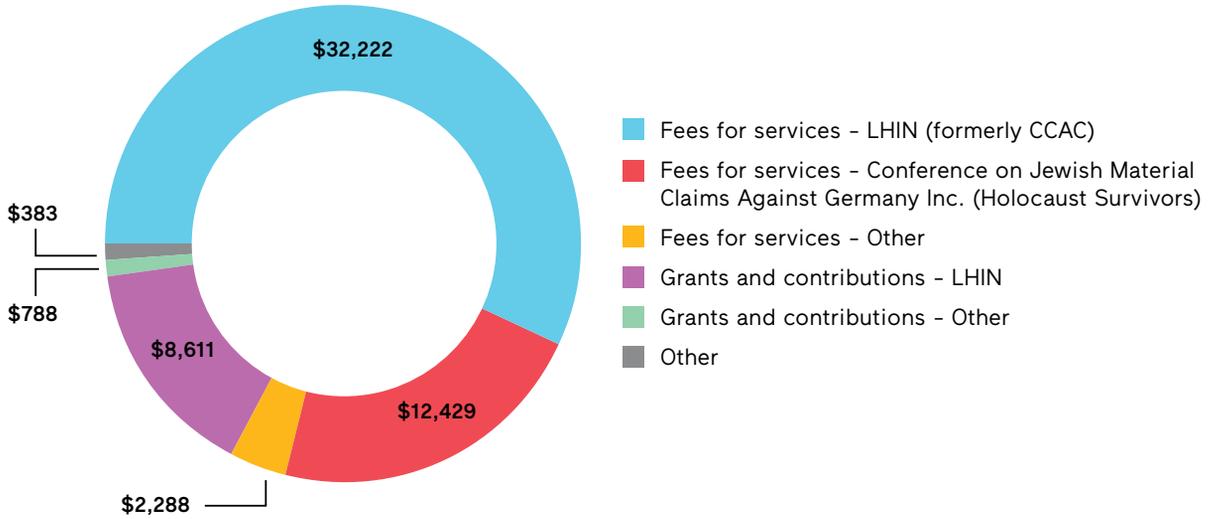
*Social Worker Akwall Randhawa connects with a client in the courtyard at the Re kai Centre's Transitional Care Unit.*



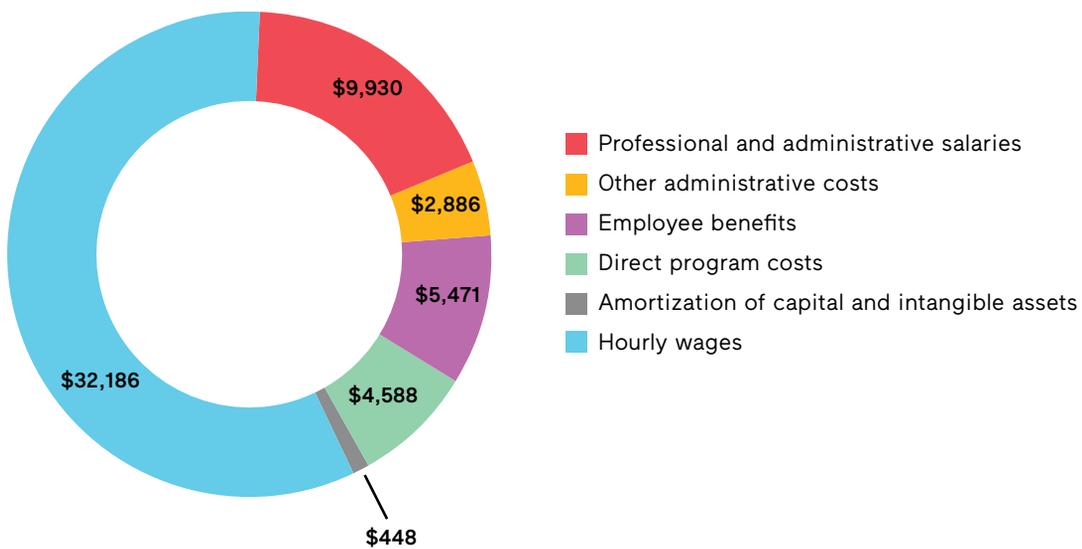
# Our financials

The following charts show the distribution of revenue and expenses for Circle of Care for 2017-18.

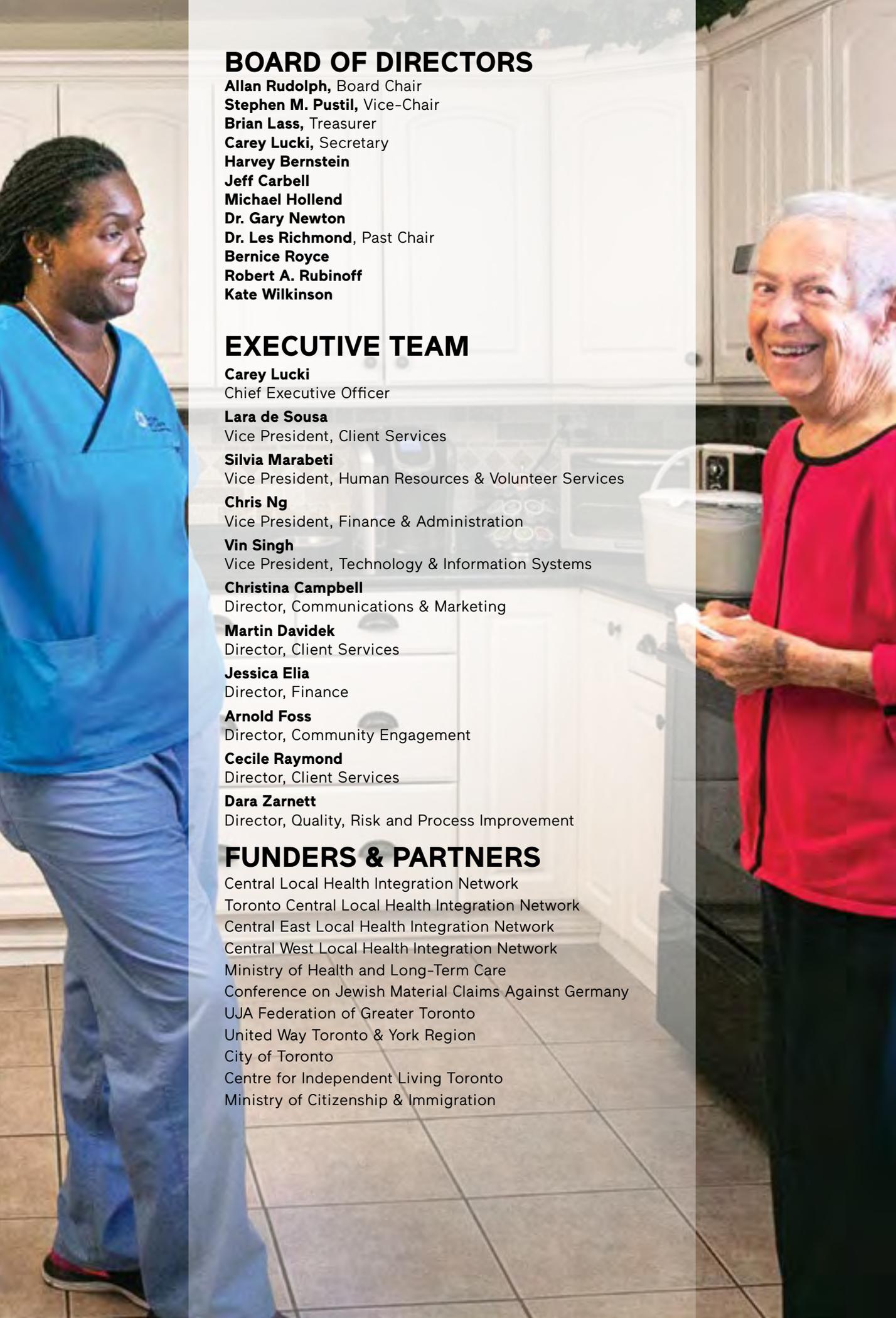
**REVENUE (\$000s)** For the year ended March 31, 2018



**EXPENSES (\$000s)** For the year ended March 31, 2018



Financial statements audited by MNP LLP.



## 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 Chair  
**Bernice Royce**  
**Robert A. Rubinoff**  
**Kate Wilkinson**

## EXECUTIVE TEAM

**Carey Lucki**  
Chief Executive Officer

**Lara de Sousa**  
Vice President, Client Services

**Silvia Marabeti**  
Vice President, Human Resources & Volunteer Services

**Chris Ng**  
Vice President, Finance & Administration

**Vin Singh**  
Vice President, Technology & Information Systems

**Christina Campbell**  
Director, Communications & Marketing

**Martin Davidek**  
Director, Client Services

**Jessica Elia**  
Director, Finance

**Arnold Foss**  
Director, Community Engagement

**Cecile Raymond**  
Director, Client Services

**Dara Zarnett**  
Director, Quality, Risk and 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

# Where Care Connects

In 2015, Circle of Care joined Sinai Health System. We continue to make strides every day in our pursuit of creating more seamless transitions and delivering the highest quality of 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 healthy aging for people with specialized and 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  
Accountability  
Excellence  
Collaboration  
Equity  
Innovation



**Aniko Horvath**  
Service Coordinator

Aniko was overwhelmingly nominated by clients and coworkers, who acknowledged her helpfulness, kindness, and caring concern.

**Champion of the Year**

**Trevor Heer**  
Client Services Manager

Trevor's keen business acumen led to process improvements within the Adult Day Program, allowing us to open our doors to even more clients and caregivers.

**Award for Accountability**



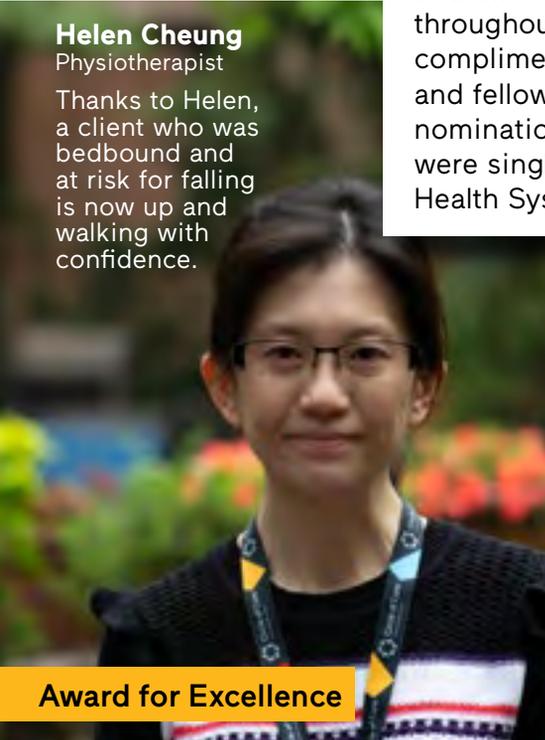
## Champions of Care



Our new employee recognition program was designed to shine a spotlight on employees who go above and beyond in their roles. Nominations are received throughout the year in the form of direct compliments from clients, family members and fellow colleagues. From these heartfelt nominations, the following Champions were singled out for embodying the Sinai Health System values.

**Helen Cheung**  
Physiotherapist

Thanks to Helen, a client who was bedbound and at risk for falling is now up and walking with confidence.



**Award for Excellence**

**Fabien Ghartey-Johnson**  
Service Coordinator

Fabien's unwavering respectfulness and positivity are noticed by clients and colleagues alike.



**Award for Equity**

**Shirley Hoang**  
Holocaust Services Coordinator

**Zainul Makani**  
Service Coordinator

Collaboration and quick thinking between Shirley and Zainul identified a client in distress and the coordination of immediate care.



**Award for Collaboration**

**Maria L. Cortez**  
Personal Support Worker

Maria's love for her job is easy to spot. Her clients and their caregivers praise her dedication and heart.



**Award for Person-Centred Care**

**Lynda Neil**  
Project Manager

Under Lynda's leadership, the Client Services and IT departments successfully worked together to accomplish major improvements to our client care software, EasyCare®.



**Award for Innovation**



**Circle  
of Care**

Sinai Health System

4211 Yonge Street, Suite 401  
Toronto, Ontario M2P 2A9  
416-635-2860 | [circleofcare.com](http://circleofcare.com)

Funded by:



Accredited by:

