



Driving a Strong and Connected Home Care System

2021 Annual Report

TABLE OF CONTENTS

About Home Care	03
Chair's Report	04
CEO's Report	05
Board of Directors	06
Strategic Plan April 2021	07
Committee Members	08
Secretary-Treasurer's Report	09
Submissions and Position Papers	11
Webinars	13
Advocacy	14
Campaigns	15
Family-Funded Campaign	17

ABOUT HOME CARE ONTARIO

Home Care Ontario, *the voice of home care in Ontario*[™], is a member-based organization with a mandate to promote growth and development of the home care sector through advocacy, knowledge transfer, and member service. For over thirty years Home Care Ontario has promoted the growth and development of home care as a key pillar of Ontario's health care system through advocacy, knowledge transfer, thought leadership, and member service.

In Ontario, service provider organizations are responsible for providing nursing care, home support services, personal care, physiotherapy, occupational therapy, respiratory therapy, infusion pharmacy, social work, dietetics, speech language therapy and medical equipment and supplies in the home to individuals of all ages. An estimated 58 million hours of publicly and family-funded home care service is provided annually across the province.



CHAIR'S REPORT

2020 was a challenging year for anyone to start a new position, and I would say that taking on the role of the Chair of the Home Care Ontario Board part way through this past year was somewhat daunting. Delivering healthcare in the midst of a global pandemic, participating in the reform of our provincial healthcare system, and preparing for an upcoming election has meant that there is no shortage of important work to do on behalf of the sector and our members.

Through the extraordinary challenges we have faced, the Association and its Board have remained focused on the most important work of all: caring for and keeping safe some of Ontario's most vulnerable citizens, as well as the PSW's, nurses and therapists who support them. While navigating through a time when other parts of the health system have taken centre stage, we have not wavered from our mandate to promote the role and value of our sector as a foundational pillar of the health system, and to demand of decision makers the support needed to be successful through this time of crisis and beyond.

I am so proud of and grateful for the work of our Board members, as we worked with an exceptional level of trust and commitment that helped us reach consensus on many critical issues within urgent time frames. As a group, we also reviewed input from the membership to develop a new strategic plan with a renewed, forward-focused perspective that will see our Association continue to hold its respected position within a modernized health system.

None of this could have happened without the tireless support of our CEO, Sue VanderBent, as well as our Executive Assistants, Nancy Cupido and Ruta O'Grady, whose belief in what our sector does is reflected in every interaction. On behalf of the Board, I offer my heartfelt thanks to them and also to our members for entrusting us to represent you through these most challenging of times. My very best to you, your staff, and your families through the year ahead.

Chris Wilson
Chair, Home Care Ontario



CEO'S REPORT

With the advent of COVID-19 in March 2020, the entire healthcare system, including home care, has been deeply and profoundly affected. To say that there was disruption seems inadequate as a global pandemic enveloped the entire globe.

The impact on the home and community care system in Ontario particularly, was harsh. From the beginning of the pandemic, there were problems with access to personal protective equipment, redeployment, loss of skilled staff and difficulty accessing vaccines. The fallout from COVID-19 has not yet concluded and it has clearly exposed many inequities in the entire healthcare system. The need for a strong home care system has never been more necessary or compelling. Living at home, aging at home and receiving care at home until end of life has never been a more important goal and we must continue to advocate for these goals as the system slowly begins to slowly stabilize and rebalance.

Throughout all of this turbulence, the Board of Directors of Home Care Ontario has been dedicated, tireless, always energetic and engaged.

My sincere thanks to Chris Wilson, our Board Chair who provided exemplary leadership as well as to my own staff, Nancy Cupido and Ruta O'Grady who have never failed to support the Association during this unprecedented time.

Sue VanderBent
CEO, Home Care Ontario

BOARD OF DIRECTORS

2020/2021 Board of Directors

Chris Wilson, Chair (CBI)

Angela Brewer, Vice Chair (Acclaim Health)

Sally Harding, Secretary-Treasurer (Nightingale Nursing)

Linda Knight, Past Chair (CarePartners)

Janet Daghish, Director (Bayshore Home Health)

Martin Esterhammer, Director (Calea Ltd.)

Sandra Ketchen, Director (Spectrum Health Care)

Carey Lucki, Director (Circle of Care)

Bruce Mahony, Director (Home Instead)

Ali Mir, Director (ParaMed Home Health Care)

Gaye Moffett, Director (GEM Health Care Services)

STRATEGIC PLAN APRIL 2021

VISION

Helping reinvent great care.

MISSION

Driving a strong and connected home care system.

OBJECTIVES

- 1 Tell Our Story.**
- 2 Build Sector Capacity.**
- 3 Strengthen Our Partnerships.**
- 4 Shape Ontario's Health System.**

COMMITTEE MEMBERS

Finance Committee

Sally Harding, Nightingale Nursing (Chair)
Irene Chang, ParaMed Home Health Care
John Ross, Spectrum Health Care
Marion Plevan, Gilmore & Co.

Stuart Cottrelle, Bayshore and Wendy Clayson, CarePartners, stepped down from the Committee mid-year. The Association wishes to thank Stuart and Wendy for their contribution and dedication to the Committee.

Governance & Membership Committee

Jennifer Mills, Quinte & District Rehab (Chair)
Laura Greenway-Balner, Right at Home Canada
Angela Brewer, Acclaim Health
Sally Harding, Nightingale Nursing Registry
Cindy Harrison, CommuniCare Therapy
Stephanie Hayes, 1to1 Rehab
Gaye Moffett, GEM Health Care Services

Family-Funded Providers Committee

Gaye Moffett, GEM Health Care Services (Chair)
Home Care Ontario Members

Therapy & Rehabilitation Practice Council

Cindy Harrison, CommuniCare Therapy (Chair)
Home Care Ontario Therapy Providers

Home Care Ontario/OCSA Nursing Practice Council

Kelly Baechler, ParaMed Home Health Care
(CoChair)

Maureen Charlebois, Bayshore Home Health
Charmaine Lodge, CarePartners
Gaye Moffett, GEM Health Care
Kaiyan Fu, Saint Elizabeth (OCSA)
Irene Holubiec, VON (OCSA)
Kathryn Nichol, VHA (OCSA) (Co-Chair)
Sue VanderBent, Home Care Ontario
Deborah Simon, OCSA

Cathy Walker, CarePartners, stepped down from the Committee mid-year. The Association thanks Cathy for her contribution and dedication to the Committee.

SECRETARY-TREASURER'S REPORT



As Secretary-Treasurer, I am pleased to provide the 2021 Financial Report for the fiscal period April 1st, 2020 to March 31, 2021. On March 31st, Home Care Ontario finished with a surplus of \$99,700.

Although this was not a normal operating year in terms of expenses, it was a normal operating year in terms of revenues. Revenues are derived mainly from membership dues collected, which are based on members' individual operating revenues from the previous fiscal year 2019 or early 2020, but before the CoVid-19 pandemic had begun. With Association revenues comparable to last year, the surplus was achieved mainly due to a reduction in expenses.

The financial statements indicate that the Association remains in a strong financial position with strong operating cash flow. The Reserve Fund Total of \$823,798, and is stewarded in both short-term and long-term investments, that are conservative in nature.

Appropriate financial controls are in place and followed for all day-to-day transactions. The Association continues to operate with a very lean infrastructure and focuses on work that generates value for membership. In 2020/2021, Home Care Ontario continued to contribute to the development of the home care sector in Ontario, and participate in numerous committees. Maximizing the use of in-house staff time and resources, the Association relied more and more on the board and members participating in the work load. The Association also increased the use of external legal and political consultants.

The province-wide government funded PSW Recruitment Campaign – Work for Life, as well as the media and public relations campaign lead by Policy Concepts, continue to be of importance.

For the year ended March 31, 2021, Gilmore and Company, a Chartered Accounting firm, has conducted a Review Engagement. The Review Engagement confirms that the financial statements are in accordance with Canadian GAAP. A full set of the Financial Statements is available to interested members by contacting the Home Care Ontario office.

Sally Harding
Secretary-Treasurer

SECRETARY-TREASURER'S REPORT

Statement of Financial Position (as at March 31, 2021)

ASSETS	2021	2020
Cash	\$ 348,501	\$ 148,349
Short-term investments	\$ 522,405	\$ 786,169
Prepaid expenses	\$ 11,317	\$ 7,587
Government remittances receivable	—	\$ 13,406
SUBTOTAL	\$ 918,223	\$ 955,511
Long-term investments	\$ 301,393	—
Property and equipment	\$ 4,547	\$ 2,923
TOTAL	\$ 1,224,163	\$ 958,434

LIABILITIES	2021	2020
Accounts payable and accrued liabilities	\$ 73,637	\$ 124,133
Government remittance payable	\$ 35,545	—
Retention bonus	\$ 9,650	\$ 45,000
Deferred revenue	\$ 281,851	\$ 90,188
PSW Recruitment Campaign	\$ 42,457	\$ 17,790
TOTAL	\$ 443,140	\$ 277,111

MEMBER'S SURPLUS	\$ 781,023	\$ 681,323
TOTAL	\$ 1,224,163	\$ 958,434

SUBMISSIONS AND POSITION PAPERS

2021 PreBudget Submission

Safe, Strong and Stable – The Future of Ontario’s Home Care System



Fall 2020

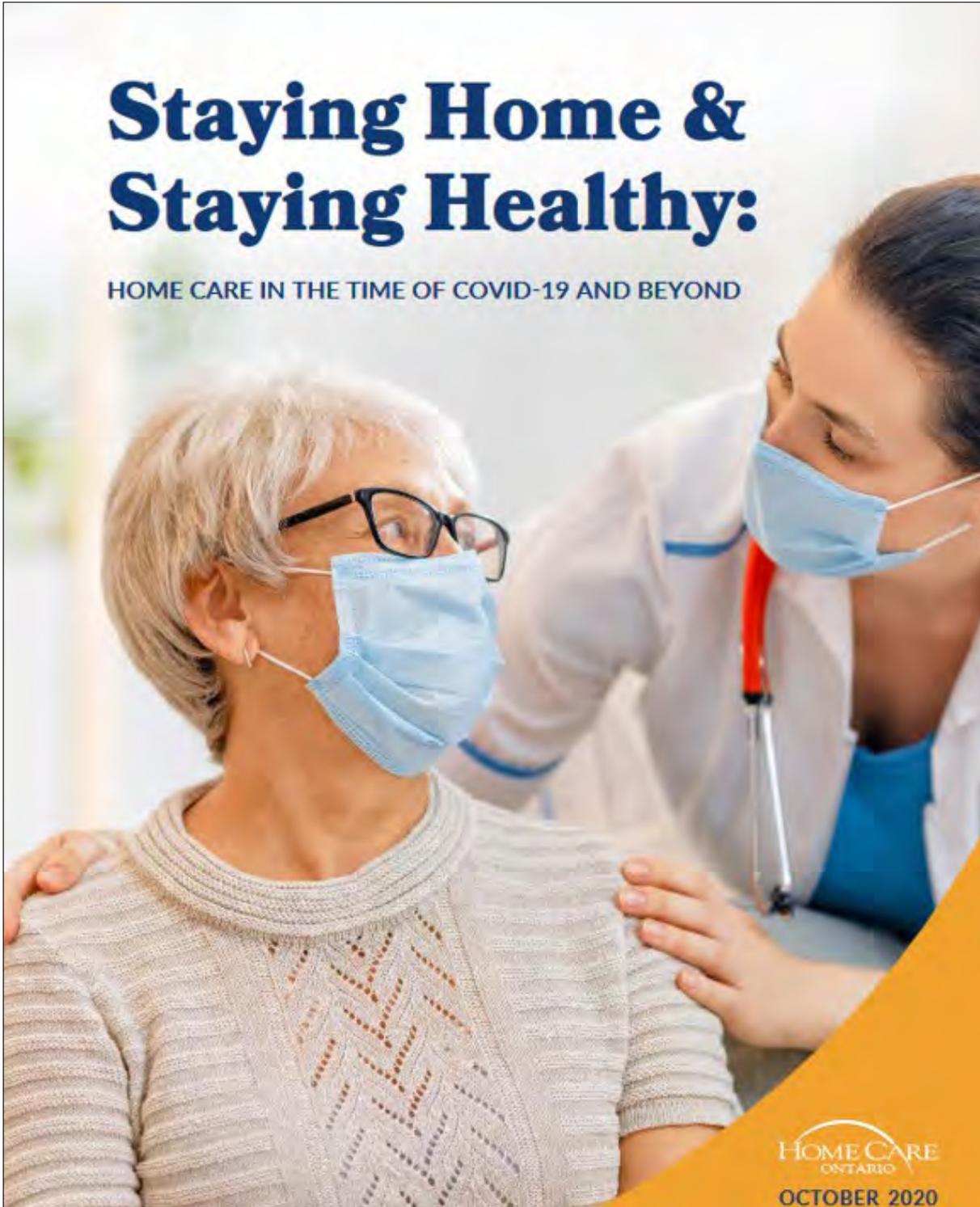
Home Care Infection Prevention & Control Practices: Caring for Ontarians Safely at Home During COVID-19



SUBMISSIONS AND POSITION PAPERS

Fall 2020 PreBudget Submission

Staying Home & Staying Healthy: Home Care in the Time of COVID-19



WEBINARS



Sherrard Kuzz hosted a series of COVID-19 related webinars for members:

April 15, 2021 – Vaccine Information for Ontario Employers

December 2021 – Critical COVID-19 Information for Ontario Employers

- Dec 4 – Workplace Accommodation and COVID-19
- Dec 11 – Active Employee Screening and Safety Plan
- Dec 17 – So Your Employee Took a COVID-19 Test.....

ADVOCACY

LOBBY DAY – NOVEMBER 4, 2020

The Association hosted its third annual Lobby Day at Queen’s Park virtually this year. The very successful day began with a Q&A session with Deputy Minister and Minister of Health Christine Elliott and S. VanderBent. Over 80 Home Care Ontario members attended. During the day, S. VanderBent and Board Members met with:

- **Office of the Minister of Health**
 - Chris Sulway, Special Advisor on Transformation
 - Andrew Vittas, Senior Policy Advisor (HHR)
- **Ministry of Health**
 - Amy Olmstead, Executive Leave, OHTs (Acting)
 - Mary Liu, Manager, Operations and Planning (Acting), Associate Deputy Minister’s Office
- **Office of the Premier**
 - Rana Shamoon, Director of Health Policy
- **Office of the Minister of Seniors**
 - Hon. Raymond Cho, Minister of Seniors
- **Office of the President of the Treasury Board**
 - Joyce Mankarios, Director of Policy & Expenditure Management
 - Hilary Cole, Senior Advisor, Stakeholder Relations
- **Social Affair Committee**
 - MPP Natalia Kusendova, Committee Chair
- **Leader of the Liberal Party – Steven Del Duca**
- **Official Opposition**
 - MPP France Gelin, Health Critic



CAMPAIGNS

WORKFORLIFE – PSW RECRUITMENT CAMPAIGN WWW.WORKFORLIFE.CA

Home Care Ontario and the Ontario Community Support Association, with funding from the MOHLTC, executed an ambitious Health Human Resources campaign. Initial funding was provided for 2018/2019 and the Associations were granted further funding for 2019/2020 and 2020/2021.

Work for Life is a marketing campaign aimed at recruiting Ontarians seeking a first or new career into the field of home health care, specifically as a PSW. The Campaign profiled the work, value and contributions of PSWs to Ontario's health care system and provided information about PSWs and the training programs available across the province to recruit people into this important role.

The Campaign includes:

- Branded Materials
- Digital Outreach/Advertising
- Audio News Releases for Radio Stations
- Print Advertising
- Targeted Demographics
- Facebook Page/Advertising
- Website www.workforlife.ca
- Career Fairs

From October 1st, 2020 to March 31st, 2021, Work for Life hosted 15 virtual webinars which had 360 attendees and featured a total of fifteen home and community support providers through these job fairs. The events targeted regions across the province including the Greater Toronto Area (GTA), Brant-Hamilton-Burlington & Niagara & Central West, South East/Ottawa/Champlain & Central East, and South West & Erie St. Clair. During this phase of the campaign Northern Ontario was also added as a target region.

Each webinar featured 3-6 home and community care organizations which showcased what their companies had to offer, the benefits of becoming a PSW, financial incentives and training supports available, and the significant demand for the profession.

On January 25th, 2021, Work for Life conducted a survey of all those who had attended previous events as well as those that had registered but did not attend. Some main findings include: 74% of attendees visited the website and 68% said that their questions about becoming a PSW were answered. From those that registered but did not attend, the main takeaways were that 95% indicated that they would be interested in attending future webinars and 67% stated that they could not attend because they were not available at the time.

On the homepage, Work for Life also included information on supports for PSWs, including the Personal Support Worker Return of Service (PSW ROS) Initiative which provides a \$5,000 incentive to recent PSW graduates and the tuition Accelerated PSW Programs at Ontario Colleges.

CAMPAIGNS

WORKFORLIFE – PSW RECRUITMENT CAMPAIGN WWW.WORKFORLIFE.CA

General Statistics:

- Digital Impressions: 13 million
- Reach through Radio Ads: 785, 200

Advertising Successes:

- Impressions: 13, 263, 259
- Ad Reach: 1, 936, 981
- Landing Page Views: 45, 924
- Unique Link Clicks: 53, 504

Webinars:

- Virtual Webinar Attendance: 360
- Interest Rating: 89.2%
- Attentiveness: 90%
- Questions Answered: 230

Website:

- Pageviews: 126, 006
- Avg. Time on Page: 0:43
- Pages per Session: 2.39
- Sessions per User: 1.14
- Unique Page Views: 69, 316
- Programs & Resources Pageviews: 4, 762

Top Cities:

1. Toronto
2. Brampton
3. Ottawa
4. Mississauga
5. Hamilton

Visits by other Languages:

- French: 489
- Punjabi: 410
- Spanish: 1, 131
- Tagalog: 222



The graphic features a background image of several hands being stacked together in a supportive gesture. Overlaid on this is the text 'PSW Career Fair' in large, bold, yellow font. Below this, in white text on a dark blue background, is the call to action: 'Learn More About Becoming a Personal Support Worker'. Further down, in white text on a dark blue background, are the event details: 'The Atrium', 'McMaster Innovation Park', '175 Longwood Rd. South', 'Hamilton ON L8P OA1', and 'Wednesday, March 11 5-7pm'. A vertical yellow bar on the right side contains the text 'VISIT WORKFORLIFE.CA'. At the bottom, the 'workforlife' logo is displayed in blue and yellow.

FAMILY-FUNDED CAMPAIGN

WORKS CONTINUES ON THE THREE GOALS OF THE CAMPAIGN:

Goal 1

Discuss the visibility and reputation of the family-funded home care sector requiring/encouraging accreditation – evaluate the pros and cons of different kinds of accreditation.

- The Association has met with Accreditation Canada, CARF, Focus and ISO and asked them to consider an accreditation model that would be tailored for family funded members.

Goal 2

Address the need to enable Ontarians to live at home, review further advocacy for a tax credit for family-funded care, discuss advocacy for HST exemption, discuss grassroots outreach campaign to MPP's.

- The Association has advocated strongly for a Home Care Tax Credit and included this in our pre-budget submission to government and is continuing to work with Finance to implement this tax credit for Ontarians.
- The Association is currently preparing an action plan and has registered as a federal lobbyist in order to pursue this goal.

Goal 3

Discuss government funding for client/family funded choice and brainstorm options to develop a more detailed proposal.

