



# ANNUAL REPORT 2022/23

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**REBUILDING CARE  
IN OUR COMMUNITY.**



ONE CARE Home & Community Support Services is a community based, charitable, not-for-profit health organization providing supportive care to families in Huron and Perth counties and surrounding area. We formed in 2011 when three long-standing Huron and Perth organizations came together as ONE CARE to provide one place where people could access a range of community health services to meet their needs.

## Our Vision

Quality health and wellbeing at home.

## Our Mission

We provide a wide-range of integrated supports to help older adults and people with health challenges to strengthen their health, independence and quality of life to live at home in a caring community.

## Our Values

We are committed to the following values:

- Collaboration
- Client-focused Care
- Progressive Learning
- Advancing Excellence
- Transparent Accountability
- Inclusion
- Responsive
- Trusted



“

The collaboration that is ONE CARE, in and of itself, is truly innovative. Just the way you came into being by virtue of merger has set the stage for continued development.

Ryan Erb, Executive Director,  
United Way Perth-Huron

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# NEW

## Same great agency with a fresh focus on the future.

To position ourselves for the future, we spent a great deal of time developing a new strategic plan to strengthen our organization so that we can adapt in a changing system. Invaluable input from various stakeholders including our community, healthcare partners, staff, volunteers and clients was used to create the new strategic plan.

Collaboration was key to this process. Using a variety of methods, we began with a feedback survey for all stakeholders, then narrowed down to focus groups. From there, we brought together all of our research and input and gathered individuals to participate in a summit where we reviewed all of the material together and finalized the strategic report with our Board of Directors.

**Thank you to everyone who provided their input. We look forward to following our new strategic plan that will help us grow into the future.**



## NEW Strategic Plan 2023-2028

- Work with partners and the HPA-OHT
- Deepen understanding of home care and community support services
- Deepen understanding of ONE CARE in our community
- Expand fund development strategies

**Respond to emerging community needs by constantly reimagining the way we deliver services.**

- Prepare for growth of aging population
- Foster a culture of continual adaptation to meet needs
- Reach unserved populations and contribute to greater health equity
- Support caregivers/care partners

**Raise our influence by working diligently and collaboratively to be recognized as an integrated essential service.**

**Strategic Focus:**  
The best quality of health and wellbeing while living at home.

**Enhance our human resource strategies to attract and retain the talent that we need.**

- Work in a changing political and economic environment
- Resilient infrastructure and funding
- Digital technologies strategies
- Sustainable models and approaches
- Partnerships to support people living at home
- Consider environmental impact

**Strengthen our organization toward a sustainable and resilient ONE CARE.**

- Revitalize our human resource plan
- Foster improved quality of work
- Develop knowledge management strategies



# A LETTER TO OUR COMMUNITY

Elvira Gaylor

CHAIRPERSON

As Chairperson for ONE CARE, I have witnessed how essential home care and community support services are to people, and how challenging it is to deliver them in our largely rural community. As a retired public health nurse and community member, I know that many people need the services we offer. Strong services to help people be at home and part of our community is essential in order to give many people what they want in their lives.

The ONE CARE Board remains concerned with the impact that insufficient funding and human resource shortages has on our services and on the people in our community. The lack of government support to enable the services we know we need is a strong focus. Together with Executive Director, Kathy Scanlon, we continue to lobby provincial organizations and government representatives to address this significant barrier to services. We also continue to work with the resources that we have, using creativity to continue to work toward better services and a better system of care.

As a member of the Huron Perth and Area Ontario Health Team, ONE CARE partners and collaborates with other healthcare sectors and community service providers. Both Board Directors and management staff are committed to building the structures that will enable people to be supported with their health issues and receive the care they need when and where they need it. We know that this means much stronger services in people's homes.

This year, the board undertook two major initiatives. The first was the development of a five-year strategic plan, confirming our vision, our values and the directions for the future of ONE CARE. We received extensive input for this plan and will use it as we navigate this changing environment, always keeping a focus on giving people in our community **quality health and wellbeing at home**.

Secondly, we looked at how we function as a board and how to most effectively fulfill board roles and responsibilities. To do this, we recommitted to the "Carver model" of policy governance. With this model, we have a comprehensive framework to increase board efficiency, commit more time to long-term strategic thinking, and engage the entire board, each bringing unique perspectives in timely discussions of emerging issues. We are a board committed to learning and growing, advancing excellence in our leadership work.

On behalf of the Board of Directors, I would like to extend our appreciation to Kathy Scanlon for her leadership and exemplary commitment to the vision, mission and values of ONE CARE as an organization. We commend the management team, staff and volunteers who work continuously to provide quality, innovative and caring services to those in need of services.

I would like to thank my fellow Board Directors for their leadership and commitment to ONE CARE. As Board Directors, they provide expertise and a valuable community voice to ensure that those in need of services have the best quality of health and wellbeing while living at home.

Being a member of a board like ONE CARE is an opportunity to share expertise and diverse points of view while learning new skills with a group of community individuals committed to helping people to live supported at home through health challenges and life changes. Join us as a board member, employee or as a volunteer and contribute to strengthening our community through the work of ONE CARE.

*Elvira Gaylor*



**Back Row:** Jack West, Director | Steve Burns, Director | Jim McKenzie, Treasurer | Charlene Gordon, Secretary. **Front Row:** Kathy Scanlon, Executive Director | Elvira Gaylor, Chairperson | Dan Parr, Vice-Chairperson. **Not Shown:** Krista Scott, Director | David Yates, Director



# AN OVERVIEW OF THE PAST YEAR

# Kathy Scanlon

**EXECUTIVE DIRECTOR**

Rethinking, realigning, and rebuilding. These words describe the last year as we moved forward from the pandemic emergency and adapted our operations to the emerging reality. We have learned incredible lessons from our past, and are moving towards the future we want, one that will allow us to efficiently and effectively support people to live in the comfort of their own homes as part of their community for as long as they can while managing their health challenges.

In a health system that is experiencing stress and change, we are actively supporting the system and adapting our services for our community. This means strengthening and improving how we deliver our programs and services, and how we connect our clients to other parts of the healthcare system. Our partnerships allow us to play an active role in what our health system should look like to better support our clients. You will hear more about those important relationships in this report.

You will also read about our programs and services. Over the past few months, we have reintroduced some of our programs that were put on hold during the pandemic. Throughout the pandemic, we continued many essential services, such as In-home Personal Support, Meals on Wheels, and Assisted Living.

Some continued with modifications such as transportation and our Adult Day Programs, and others were held mainly virtually such as our Wellness Programs. Being able to begin increasing the number of clients supported and restart programs in person such as exercise and dining is exciting as we know that they make a tremendous difference to our clients.

We continue to rebuild programs with the knowledge and experience we have gained. And, as we emerge from the pandemic, we find ourselves in a new reality in terms of human resources, costs and system change. This has been a difficult year but we are responding to these realities with creativity, continuously adapting, and always with an eye on our purpose. Staff, volunteers and partners all contributed substantially as we developed a new strategic plan for the years ahead.

I have always been so proud of the team at ONE CARE and am so grateful for their dedication and caring nature. We have a strong team that continues to grow and change. Our people continue to support our clients and help us to create a new future. As we enter the new year, I am confident that we will continue to face our challenges with energy and caring, and help to make our vision of "quality and wellbeing at home" a reality.

*Kathy Scanlon*



**Back Row:** Marina Gibson, Director, Client Services, Clinical Lead | Scott Hebert, Director, Client Services, Quality Lead. **Front Row:** Roxanne Cerson Wright, Director, Finance & Business Operations  
Kathy Scanlon, Executive Director

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ONE CARE is an amazing and essential service that we are fortunate to have access to in this county. I am very grateful that there are so many dedicated and compassionate volunteers to make this service such a success. Thank you!

Community Member

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# THE FUTURE OF CARE

We work with many incredible organizations to support the people in our community. Our partnerships are imperative to advancing the healthcare system, and client care. Collaboration allows us to discover new ways to understand and respond to what our community needs, and we are getting stronger every day. ONE CARE provides a wide range of services that support seniors and older adults with health challenges to live in their own homes and community. To support the various needs in our community, our services range from preventative programs to ongoing daily support. We provide services to help people with physical challenges, whether they are recovering from short-term illness or require longer-term care, as well as multiple chronic conditions.



## Introducing **new ways to care**

**Let's Go Home (LEGHO)** is a new program that provides access to free community services for a short period of time when returning home from hospital to ensure a successful recovery period so individuals don't return to the hospital. These services provide support while clients rebuild their strength and ability to live independently. This is not only crucial for our clients, but also for the health system, as it helps to relieve the pressure in our hospitals that we are hearing about.

## Huron Perth & Area Ontario Health Team (HPA-OHT)

Our partnership with the Huron Perth & Area Ontario Health Team is imperative to advancing the healthcare system, and client care. Collaboration allows us to discover new ways to understand and respond to what our community needs, and we are getting stronger every day. The HPA-OHT continues to move forward and it is important that we be part of that change in order to ensure the services we offer are integrated and considered as the system develops.

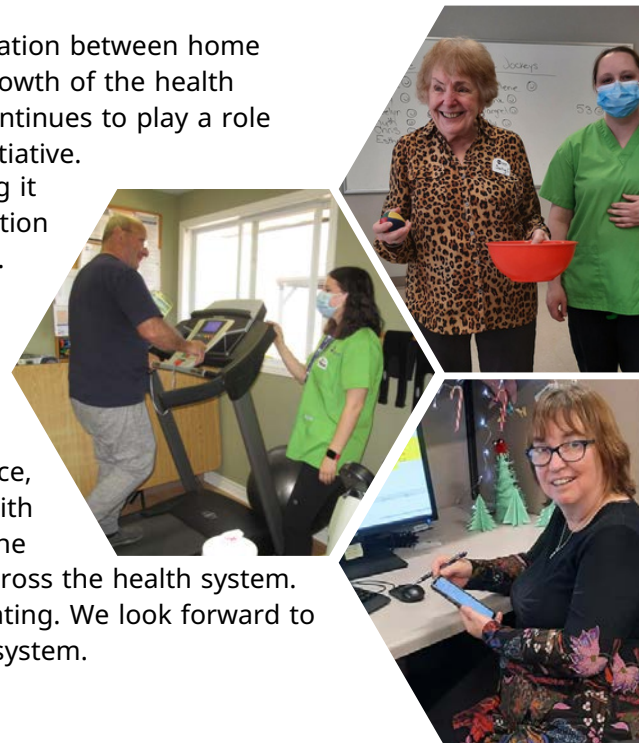


## Hypercare



ONE CARE initiated this project in 2021 to improve communication between home care providers and other providers in the system. With the growth of the health team, this has become an HPA-OHT project and ONE CARE continues to play a role as we implement the home and community portion of this initiative.

This remains an important project as we support HPA-OHT with integrating it into the community. This secured messaging system improves communication between various care providers, making home care delivery more efficient.



## Joint Accreditation



Accreditation is an ongoing process of assessing health care and social service organizations against standards of excellence, and ONE CARE is participating in a joint accreditation along with eight other organizations. This is an opportunity to improve the quality of the system and our partnerships, and our clients experience across the health system. ONE CARE is currently accredited with exemplary standing, the highest rating. We look forward to participating in the joint accreditation as a way to contribute to a better system.

# CONNECTING THROUGH CARE



The work we do is part of a much larger picture and we are stronger together. Connecting with others in the healthcare system, and in our community, allows us to strengthen the services we provide to those in need. Through our work, we connect with other organizations, we connect through various systems, and we connect individuals in our community with others who are living at home independently and may be lonely. Staying connected through technology is essential for the future. In a rural community, technology is key to communication, and communication is critical for good care.

## Introducing **new ways to connect**

**Seniors' Centre Without Walls (SCWW)** is a free telephone-based wellness program providing group activities for seniors and people with health challenges. Through the use of group telephone calls, we provide a line-up of health-related information, participation in brain-stimulating activities, and most of all, space to create meaningful friendships and community to those who may feel isolated.

## Community Support Services Network (CSSN)



Our partnership with the Community Support Services Network CSSN makes the process of searching and coordinating a variety of services much simpler. Through a central intake service, and a shared record, clients can receive, change, and update services through one phone call. It is through a shared record that care providers are able to coordinate care for our clients. Client review meetings with CSSN partners are also done to review needs emerging due to gaps in care, and to develop shared care plans for more complex cases. Each and every community support service in Huron Perth are part of this central network. It is a way for us to connect to become a virtual organization in order to make it simpler for people to receive a variety of services.

**Central Intake: 1-844-482-7800**

## Supporting seniors at home within a network of support and in a caring community



- Adult Day Programs
- Assessments & Care Planning
- Assisted Living
- Blood Pressure Clinics
- Day/Overnight Respite
- Dining/Social Programs
- EasyRide Transportation
- Friendly Visiting
- Foot Care
- Home Help

- Home at Last
- In-Home Personal Support
- Let's Go Home (LEGHO)
- Lifeline - Emergency Response
- Meals on Wheels
- Social Work
- Telephone Reassurance
- Wellness & Exercise
- Whirlpool Bathing

This company is very client focused, everyone we have worked with has been connected, honest, and very knowledgeable and supportive. We truly appreciate ONE CARE as a service provider.

Perth County  
Paramedic Service



We know that in our rural region of Huron and Perth county, your EasyRide service is a life-changer for so many individuals and families.

Ryan Erb, Executive Director,  
United Way Perth-Huron



# WHY OUR WORK IS IMPORTANT

**I can get help when I need it. They are there for me.**

ONE CARE Client

An aging population and more people living with chronic conditions means a greater need for the support and specialized services that ONE CARE delivers. We play a vital role in the health and quality of life for clients and provide peace of mind for caregivers. In many cases, we have seniors providing care for a spouse who has a chronic illness, like dementia. Through our programs, we offer care and support for those in need, and caregivers the opportunity to rest and recover to prevent burnout.



**7,300+**  
clients served



**23%**

**of active clients receive more than one service**

Many of our clients are living alone. People want to be at home. They feel safe at home, and if they can be supported in their homes, it allows people to be healthier and surrounded by friends, family, and community.

Each client requires a different level of care and their services depend on their circumstance. The number of services does not necessarily reflect complexity, but many clients depend on multiple services. ONE CARE's programs and services can be bundled together to provide the support people need.



**23%**  
**of clients who shared their income have an income of \$20,000 or less**

ONE CARE is dedicated to ensuring cost is not a barrier so that people don't have to choose between paying their bills and receiving the essential care they require. Our subsidy programs supports people who need financial assistance to receive services.

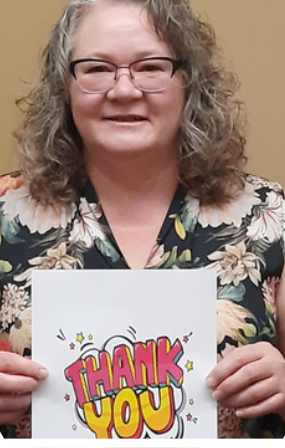


**ONE CARE allows me to maintain a reasonable quality of life.**

ONE CARE Client

The staff that work in the community go above and beyond to provide care to clients. It was a pleasure working with such an amazing team of PSWs.

Past ONE CARE Employee



The visit allows me to feel able to leave my house.

Caregiver



We are appreciative of the folks at ONE CARE who are committed to enriching the lives of the seniors in our community and offering support to their caregivers. They are an integral part of the community.

Queen's Inn

# Going above and beyond to support our clients

Courtney provides essential home care for our clients. In December 2022, Huron Perth experienced a snowstorm that blew through over the holidays and roads were closed, plans were cancelled. When Courtney heard that a scheduled staff member was unable to make it in for her shift that evening due to the road conditions, she contacted her supervisor to see how she might be of help. Courtney knew there were clients that required care that night. Knowing she couldn't get her car safely to the location, she asked her neighbour, Jason, if he would be able to help her get to work by ATV. Courtney was able to get to and from work safely with the help of her neighbour. We are so grateful for the incredible staff we have at ONE CARE, and the support from our community.



As a team that is located in various locations across Huron and Perth counties, and many working remote from their homes, we work hard to stay connected and support one another. Over the last few years there was so much uncertainty, but one thing remained the same - our commitment to our community.



**84%**  
feel respected by their peers at ONE CARE.

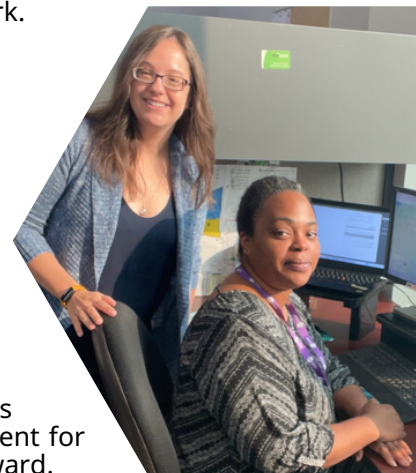


**90%**  
feel they are treated fairly.



**86%**  
look forward to coming to work.

Our employees range from administrative support working behind the scenes to front line staff who are face to face with our clients. Each and every employee plays such an important role in the work that we do, supporting individuals in their homes, coordinating care, scheduling staff, providing transportation bookings, ordering care supplies and working in our offices. **We are proud of the ONE CARE team.**



**94%**  
feel they provide top quality services.



**215**  
local staff members.



**52**  
staff members nominated by a client for a Client Care Award.

“ I have had health issues that have gotten worse. When I was in need, they were there. They are easy to contact once you are on their books, and I have used many of their services and have been very happy with all of them.

ONE CARE Client



At ONE CARE, diversity and inclusion is a priority within our organization and our communities. Every individual must feel heard, respected and supported, and have an equal opportunity. Our Diversity, Equity and Inclusion Committee remains committed to advancing the cultural diversity and inclusivity in our organization through fostering a diverse and talented team, strengthening our work with diverse communities, and ensuring the programs and services we provide meet the needs of every individual





The support that ONE CARE provides in our community is so important. In a small community, support is vital to continue to provide quality access to care for those in need.

White Squirrel Golf Club & Restaurant

Our Community Paramedic Program is fairly new. ONE CARE has supported us and helped with educating our paramedics with respect to things offered through them that can help our clients.

Huron County Paramedic Services

# CARING FOR OUR COMMUNITY

Bill was one of ONE CARE's first volunteer drivers to return after the pandemic. During the time he was unable to volunteer, he was feeling a bit lost not being able to drive – he missed giving back.

**Not being able to drive is significant and I can help people who can't drive. I have met great people and they are so thankful for the help. Being a volunteer driver is rewarding and does me so much good.**



*Thank you for your dedication and big heart*

Thank you to each and every one of our volunteers for their commitment to ONE CARE and the compassion they show to our clients. Their donated time is the reason someone has a nutritious meal, a ride to an essential medical appointment, someone to talk to, and peace of mind. Everyday, our volunteers enrich the lives of people in our community and we are so grateful for their dedication and kind heart.



**17,480+**  
hours of  
donated time.



**340+**  
active volunteers  
supporting our  
community.

*Reconnecting with our volunteers*

We are happy to see so many familiar faces as we start to reintroduce some of our in-person programs since going virtual at the beginning of the pandemic. This has made a tremendous impact on our clients and we are continuing to work on opening more programs safely. During this busy time, we are thankful for all of the new volunteers who have stepped in to provide assistance. We are happy that our services are able to meet many needs and that, through us, others can also care for people in need. We are grateful to be part of such a caring and thoughtful community.



**Become a volunteer today and enrich the lives of people living in your community.**

**[volunteering@onecaresupport.ca](mailto:volunteering@onecaresupport.ca)**



# SUPPORT FROM OUR COMMUNITY

Fundraising is crucial for our organization as it supports our programs and clients. As a not-for-profit agency, we rely heavily on funding from donors to operate and keep fees low for our clients, especially those with low incomes.

**Financial donations go directly towards clients in need of financial subsidy, and the purchase and maintenance of essential program equipment and facilities.** We are dedicated to ensuring cost is not a barrier to receiving the programs and services that clients rely on. Many of these programs and services require equipment, such as accessible vans, and funding does not cover the cost of many of these essential items.

Over the past decade, government funding has not kept pace with inflation and client needs, making our fundraising efforts that much more critical. At a time when funding is low, we are so grateful for the support we have received through fundraising initiatives such as **The Grand Parade**, **Gift of Care campaign**, and our **Shop for Seniors campaign**. Our community always comes together to help support the essential work we are doing and we couldn't do alone.



## *Remembering those we love in our Memory Garden*

At ONE CARE, we tend to and care for those you love, much like you would a garden. As a way to recognize and thank our generous donors, we introduced a Memory Garden on our website as a way to remember those who had a donation made in their memory.

## *Coming together for care*

Our Grand Parade Walkathon is our largest fundraising event, and this year was an exciting one as we were able to reintroduce our event in person and come together as a community. Participants walked around Lake Victoria in Stratford last September to raise money to support seniors and people living with health challenges in the community.

Not only do we receive financial donations, but we also receive donations in the form of gifts and services. Various community members came together to offer donations such as food for our walkers, and entertainment for the afternoon. In addition, throughout the year we have received hand made cards and hand crocheted blankets for our clients, as well as a new reception sign for our building in Clinton.



## **Thank you to those who made a donation of \$1,000 or more!**

- Anne Hendry Matthews
- Jeanne C. McCauley
- Mary Miller
- Barbara Smith
- Ray Lansbergen
- Mary Elliot
- Lucy & Rick Hampton
- Keith Koetsier
- Port Franks Seniors
- Howick Mutual Insurance Company

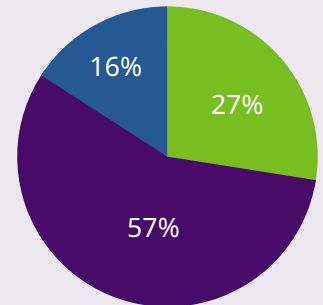
\*Does not include sponsorship donations

# FINANCIALS

While more than 80% of our funding comes from the Ministry of Health through two separate contracts, to receive this funding, we are obligated to follow specific expenditure guidelines with very little discretion. This includes a requirement to maintain a certain level of assets. Due to these restrictions, we must rely on charging client fees, local fundraising efforts, general donations, and applying for various grants for almost 20% of our budget.

**TOTAL BUDGET: \$12,203,836**

## REVENUE

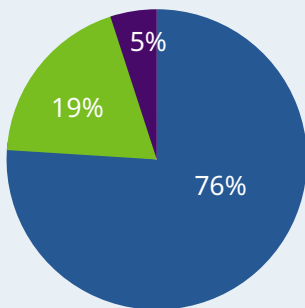


**COMMUNITY SUPPORT SERVICES (CSS):** Provided by Ontario Health West based on a budget for approved programs. Client fees are required for many of the community programs to cover the costs of operating.

**HOME CARE (HC):** Funding provided by Home and Community Care Support Services on a fee for service basis. Service amount depends on the number of clients approved and referred through HCCSS.

**OTHER:** The remaining revenue comes from client fees and donations, grants and fundraising.

## EXPENDITURES



**WAGES & BENEFITS:** The majority of the organization's expenditures are direct costs related to providing services. **93%** of all of the Wages & Benefits expenditure is related to direct program staffing.

**SUPPLIES & SUNDRY:** Supplies include items such as training materials, fuel for our transportation vehicles, and personal protective equipment (PPE) for our staff and volunteers.

**BUILDINGS, EQUIPMENT & GROUNDS:** This includes maintenance such as housekeeping, waste removal, and service equipment.

Audited financial statements are available on our website at [www.onecaresupport.ca](http://www.onecaresupport.ca)



The past year has continued to be challenging in terms of financial resources as our core funding from the government (Home and Community Support Services and Ontario Health West) has not kept pace with increasing costs and growing needs. As priorities shift for other funders we were also disappointed to lose two grants – from the City of Stratford and from the United Way that have until now, supported our transportation program and will not be received in the coming year. Grants and contracts with our generous funders make it possible for us to deliver services that care for our community and we are grateful for their support.

**Thank you to our generous funders**



**HOME AND COMMUNITY CARE SUPPORT SERVICES**  
South West





**1-877-502-8277**  
**WWW.ONECARESUPPORT.CA**

Scan here for more  
information.

