

ANNUAL
REPORT

2019



*Quel beau voyage!
Quel beau succès!*



CENTRES
D'ACCUEIL HÉRITAGE



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STRATEGIC ROADMAP FOR 2019-2024

OUR MISSION

To provide services and programs in French for seniors and their caregivers promoting their quality of life, supporting their independence and encouraging them to participate in the life of the Francophone community.

OUR VISION

Engaged seniors who have access to services that evolve with them, for a healthy life and a stronger community.

OUR VALUES

- Inclusion
- Collaboration
- Creativity
- Responsibility

OUR STRATEGIC PRIORITIES

ENHANCED SERVICES

- promoting personal autonomy and commitment
- focussing on the person & the evolution of their needs
- evolving through diversification

QUALITY CULTURE

- integrating risk and quality management
- maintaining Accreditation Canada's standards
- directing attention to user safety

VISIBILITY

- focusing on strategic positioning
- being a partner of choice in the community
- implementing targeted promotion of services

JOINT MESSAGE FROM THE CHAIR



Maryse Francella
CHAIR OF THE BOARD



Barbara Ceccarelli
EXECUTIVE DIRECTOR



Paul Lapierre
ASSISTANT EXECUTIVE DIRECTOR

It is with great pride that CAH'S team, its clients, friends and partners have been paying tribute to founder Simone Lantaigne this year. CAH's 40th anniversary was celebrated on the theme *Quel beau voyage!* and will continue and culminate in an atmosphere of joy and anticipation for the future with the Gilles-Barbeau Golf Tournament organized by CAH in September 2019.

This year of celebration was an opportunity for the members of the team to meet and consolidate their ties, to share their concerns and enthusiasm for the challenges ahead, and to recognize the work of each individual in a professional environment founded on best practices as promoted by Accreditation Canada. Throughout our celebrations, we brought along our partners, who are our travelling companions in this journey.

Last year's rigorous work was rewarded by our accreditation by Accreditation Canada. The process has given us valuable work tools as well as assessment and monitoring systems that will allow us to respond to our clients' needs with compassion and creativity.

The take-off of our 40th anniversary celebrations began with an invitation to friends, partners and employees of CAH to enjoy special VIP treatment on board the "Air CAH flight" cocktail reception at the Novotel last November. CAH's management team and Board of Directors subsequently energetically launched into a strategic planning exercise to devise a plan that will guide them over the next five years.

We have taken advantage of many opportunities to meet and exchange ideas with our clients, their caregivers and our community partners. These engagement sessions have also informed our strategic planning activity.

The resulting recommendations are helping us better to visualize our future priorities in the short and medium term, giving us a roadmap to lead us through the next steps.

We updated our mission statement, currently - *Helping seniors realize their full potential in French* - and incorporated the ideas and suggestions received during consultations to define clearly what is meant by development in the context of community health.

Our new mission statement also clarifies the scope of our activities: *To provide seniors and their caregivers with services and programs in French promoting their quality of life, supporting their independence and encouraging them to participate in the life of the Francophone community.* Indeed, our goal is to help seniors break the cycle of isolation and support their integration into the life of the community.

AND EXECUTIVE DIRECTOR



Driven by an optimism that would certainly please our founder, we look to the future with renewed energy and confidence in the face of new challenges and opportunities, knowing that by helping support a good quality of life for our seniors we are sustaining the Francophone community in general, in all its diversity.

Our intergenerational exchanges are an excellent way to begin.

Our vision for the future? We see *'engaged seniors who have access to services that evolve with them, for a healthy life and a stronger community'*. We envision a supportive community that is attentive to their seniors as they begin to lose some autonomy in order to ensure that they receive quality services that can evolve with their changing needs.

It is in a climate of collaboration that stimulates greater synergy among current and potential partners that CAH will continue to value inclusion, creativity and responsibility in its service delivery. Listening to clients and caregivers who are recognized as full members of the care team, is paramount to our commitment to quality.

CAH is a champion of active aging. We promote the well-being of Francophone seniors through physical and cognitive activation, socialization and information sharing that allows for autonomous decision-making. We have therefore reorganized our Elderly Persons' Centre to launch a new seniors Active Living Centre (ALC), a key element in our emerging strategic direction. This program will further open the doors to active engagement in the community

and promote the autonomy and well-being of seniors. It is through ALC that much of the activation and interaction with the community takes place. This Centre is now being more formally integrated into the CAH team's quality service offering.

We are proud of the trust that the Central East Local Health Integration Network (CE LHIN) has placed in CAH by its recent funding commitment for an extra day for our Oshawa Adult Day Program (ADP) in Durham Region. Our Oshawa ADP, now open Tuesday through Thursday, offers physical and cognitive activation, recreational and social activities to seniors under the expert supervision of professional facilitators in a warm and safe environment.

The rapid changes generated by the new political environment in the community care and service sectors are affecting French services in particular. In this climate of transition, there is a heightened awareness of the importance of the relationships that have been built and continue to be forged. By analyzing feedback from key players in the community health and affordable housing sectors, we are reassured that CAH is deemed to be a partner of choice.

CAH is known for its sound management, effective stakeholder relationships, and innovative approaches that led CAH to full accreditation status. With an excellent handle on risk management and on new and emerging trends and opportunities, CAH can continue to ensure the delivery of quality services.

In closing, we would like to thank all our partners who have made CAH's 40th anniversary a memorable one. Driven by an optimism that would certainly please our founder, we look to the future with renewed energy and confidence in the face of new challenges and opportunities, knowing that by helping support a good quality of life for our seniors we are sustaining the Francophone community in general, in all its richness and diversity.

THE ROAD WE TRAVELLED IN 2018-2019

CAH is fully aware of its unique role as the only organization founded and administered by representatives of the Francophone community to provide services to French-speaking seniors and caregivers.

It is in this spirit that the CAH team celebrated 40 years of existence and undertook its actions and initiatives during 2018-2019.

OUR STRATEGY FOR ENSURING A QUALITY CULTURE

Throughout the year, the Board of Directors (BOD) and CAH's management team worked on the development of a new strategic plan stemming from our accreditation process, which will guide the BOD over the next five years.

The findings from a major community survey, two CAH staff satisfaction surveys, two caregiver questionnaires, and four community consultations that took place in Oshawa and Toronto were integral to the development of the strategic plan by reflecting the input from our community health partners and caregivers.

The new CAH team newsletter, entitled *1re classe* ("1st Class") was

launched to encourage ongoing employee engagement. Many staff members have taken advantage of new excellent professional development opportunities. Our newly implemented assessment and monitoring tool, based on best practices, are intended to foster a culture of quality.

OUR STRATEGY FOR ENSURING IMPROVED SERVICES

In September 2018, we proudly opened our Reintegration Care Unit at CAH to meet the needs of Francophone patients who no longer require hospitalization but who cannot immediately return home safely. This unit also welcomed a few clients for short-stays to provide respite for their caregivers. We continue to renovate the apartments at Place Saint-Laurent to adapt them to the needs of our clients with reduced mobility.

This year, CAH's Adult Day Program (ADP) in Oshawa was allotted an additional third day of service per week allowing seniors in the Durham Region to take advantage of more physical activation and socialization and caregivers to benefit from well-deserved respite.

At the beginning of 2019, we launched our Active Living Centre (ALC) led

by a dedicated recreationist who is tasked with developing and managing the programming. She has already introduced the Men's Breakfast to break the isolation of male residents at Place Saint-Laurent. Other opportunities for new community activities are also being explored.

The sixth edition of our newsletter, *La Gazette*, that is distributed to members, residents and volunteers, has just been published.

As part of the process of accreditation by Accreditation Canada, we clarified the descriptions of CAH's service offerings on our website www.caheritage.org. Promotional cards were prepared to communicate better the nature of CAH's services and to promote the ADP in Oshawa and the Reintegration Care Unit at Place Saint-Laurent.

Our efforts to enhance the active offer of the Toronto Central LHIN have been successful. La ligne d'assistance pour aînés de Toronto, the Francophone component of the Toronto Seniors Helpline service (416-217-2077), is now being supported by our case managers so that seniors and their caregivers within our community can receive direct assistance in French.



CAH continues to organize monthly health workshops for its clients in partnership with the Centre Francophone de Toronto. Moreover, our much-appreciated intergenerational series of activities occurred again this year with students from Glendon College, Crescent School, and from Viamonde and MonAvenir of the Public and French Catholic School Boards respectively.

OUR STRATEGY FOR ENSURING INCREASED VISIBILITY

CAH's communication plan has been updated to improve visibility. This year, CAH has had an increased online presence. In fact, in the last year, CAH's Facebook page has seen a 30% increase in the number of subscribers and enjoyed a 39% increase in the number of pages visited on our website. In addition, a Facebook page was created for the Oshawa ADP.

The new Reintegration Care Unit has also been well received in print media. In addition, Radio-Canada interviewed our Executive Director and then spoke with two Place Saint-Laurent residents, Mireille Ouellet and Zenon Nicayenzi, to gather their touching testimonies on the impact of CAH on the lives of seniors.



The new Reintegration Care Unit opened in September 2018 meets the needs of Francophone patients who no longer require hospitalization but who cannot immediately return home safely.



An open house was held in March 2019 at the Oshawa ADP to demystify the nature of the services on offer to seniors and their caregivers.

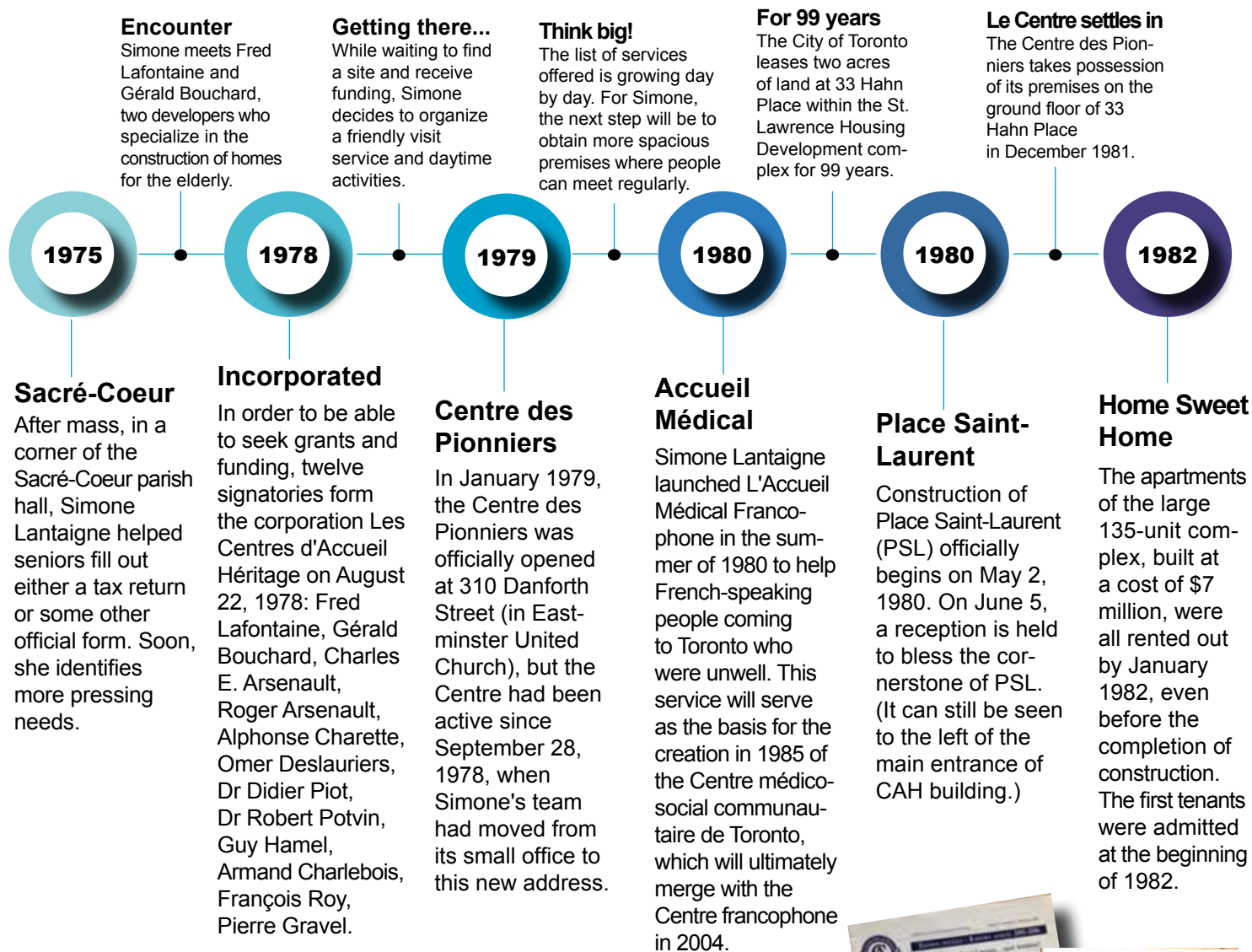
We created bilingual audiovisual broadcast reels for promotional purposes that ran in several medical clinics in the Durham Region in an effort to reach the caregivers of Francophone seniors. We also placed a series of ads in the bimonthly newsletter of the

Conseil des organismes francophones de la Région de Durham (COFRD) that is sent to stakeholders.

CAH continues to partner with other key players in community care. Once again, the community was out in full force to support the annual performance of the ensemble *Les Voix du coeur* and the yearly cocktail reception during the *Semaine de la francophonie*.



CAH'S TIMELINE OVER 40 YEARS



The chapel

At the request of several residents, an apartment on the 8th floor is transformed into a chapel. The Chapel of St. Simon-Pierre was blessed on May 13, 1983.

LHIN

In 2006, the Dalton McGuinty government restructures health services and divides the province into LHINs. CAH adapts quickly to ensure a smooth transition.

Gardens

At the request of many residents and in the spirit of collaboration within the neighbourhood, a community garden is created.

Increased funding

In 2014, increased funding is granted to CAH to provide additional staff to better serve clients with more complex needs.

Breaking free!

In 2018, not only does CAH pay down its last mortgage payment for Place Saint-Laurent, it is successful in negotiating a municipal property tax exemption, representing a savings of approximately \$350,000 per year.



Simone Lantaigne

Sadly, this great visionary died in October 1982. However, her dream has lived on ever since...

Francophone designation

In 2006, CAH submitted an application for a Francophone mandate from the City of Toronto to protect its right to accept French-speaking adults in Place Saint-Laurent as a priority. This right was granted in 2008.

New website

In 2012, CAH creates a new website, which will allow the addition in 2015 of the interactive online resource called Dr Actif.

ADP Oshawa

The Adult Day Program (ADP) in Oshawa is launched on March 25, 2014. Initially offered two days a week, it will receive funding for a third day in 2018.

Accreditation by Accreditation Canada

The quality of CAH's services is recognized as meeting the highest standards of the 2nd and final phase of the accreditation process by Accreditation Canada in 2018. CAH achieved the first phase of accreditation in 2015.

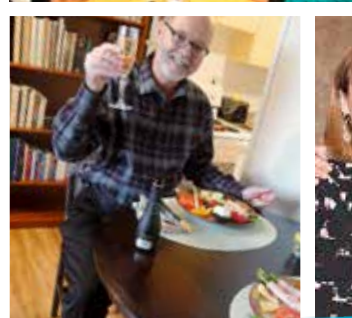
Reintegration Care Unit

The new reintegration care unit, missing up until now, is an essential part of the French continuum of care. It is the logical continuation of an approach initiated by CAH 40 years ago to ensure the well-being of Franco-phones seniors.



40 YEARS OF MEMORIES





TESTIMONIES ON THE CAH EXPERIENCE

Nothing expresses the distress experienced by caregivers better than these testimonies:

PEACE OF MIND

Pierre Moatti, the son of Mrs. Moatti who came to live at PSL a year ago, told us the following.

My mother lived with us. Witnessing the physical and cognitive decline of this extraordinary woman was the most depressing experience of my life. Eventually, she needed to live in a safer environment since my wife and I could not be with her during the day to ensure that she took her medication and to prepare her meals.

We wanted her to be in a Francophone environment. Since there was no vacancy at Place Saint-Laurent at that time, we decided to find a residence for her in a Montreal neighbourhood, which was familiar to her. The problem was that the family was far away, and we began to realize that the overworked staff at this residence was only able to do the bare minimum for my mother.

What a joy it was when we learned that an apartment had become available at CAH! We immediately noticed the difference in the level of attention. We get regular updates from my mother's case manager keeping us informed of any changes and emerging needs, large and small, so that we can easily respond and come to her assistance. For us, it is proof that at the centre of CAH, there is heart, and a true dedication to its mission. What peace of mind...

With respect to the new Reintegration Care Unit, **Emmeline Bellerive**, a personal support worker who has been with CAH for two years, noted:

Before, when clients were discharged from hospital, they had to go home. I was worried about them; I was afraid they would fall. The clients who are in the unit are under our supervision. With our adapted beds and shower, they can recover in security and more quickly.

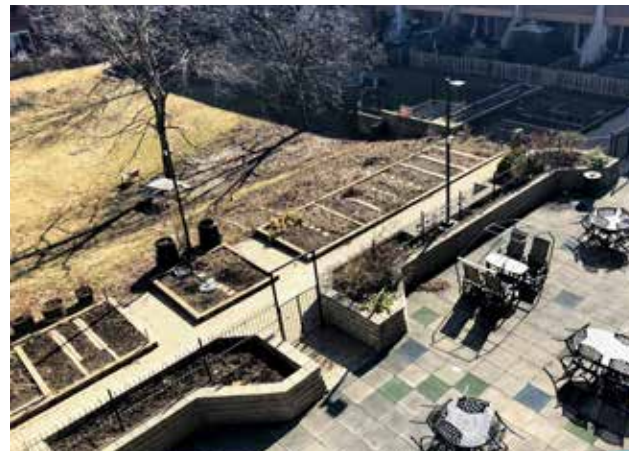
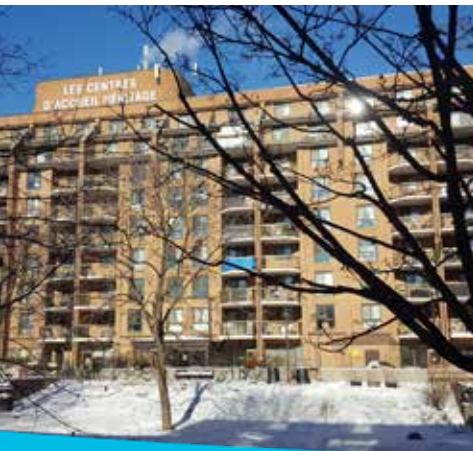


Following the death of his mother, Madeleine Kilmer, in 2019, we received this touching note from **Joël** addressed to the entire team. Mme Kilmer had

attended our Adult Day Program in Toronto for many years and stayed with us in our Reintegration Care Unit at the end of her life.

My name is Joel, Madeleine Kilmer's son. I will be eternally grateful for the support of the management team and all the employees of CAH for the tremendous help they gave to my mother, and from which I also benefited at it made my life far less difficult. My mother was able to end her life in dignity, with a lot of love and friends around her.

In my opinion, CAH is ESSENTIAL to respecting the dignity of seniors.





When Radio-Canada came to CAH to report on how our organization has been serving seniors for 40 years, one of our residents, Mr. **Zenon Nicayenzi**, made this remark, full of Burundian wisdom, about community spirit:

Your next-door neighbour, the resident of the apartment next door, is your relative. It is not your family in Montreal or in Vancouver, who will call 9-1-1 if you fall - it is your neighbour! Family is the people who share your day-to-day life.

COMMUNITY SPIRIT

For the 40th anniversary of CAH during a celebration held in March 2019, a long-time resident, **Isabelle Dournayan**, composed and humorously performed a song (in French), which expresses what CAH has meant to her. Her song clearly resonated with the other residents of Place Saint-Laurent because she was most warmly applauded!

*For the happiness of those at Centres Heritage,
For the pleasure and health of seniors,
A place where we can enjoy our leisure
And have fun with a lot of pleasure.*

*This is the time of our Golden Age.
Now we breathe freely,
No bosses anymore, nor ever,
Our enslavement is definitely over.*

*We may be retired,
but we are far from finished.
We enjoy lovely walks and fun excursions,
CAH offers many diversions.*

*For all of us, it's our home sweet home,
where you are never alone...*

TO FEND OFF ISOLATION



Ms. **Lise Guibord** has participated in the Adult Day Program (ADP) in Oshawa since January 2019. The third daughter of six, she grew up on a farm in Montfort in the Ottawa area. She became a renowned couturière, which allowed her to support her family. She married and had two daughters who are now mothers too.

Lise admits that it is not easy to live alone. When she heard about the ADP at the clinic she visits, she realized that participating in this service would give her a good reason to get out of the house more often, help her stay active and engaged, and break the sense of isolation she was feeling.

The fact that CAH offers services in French was particularly comforting because French is her mother tongue, and it makes her happy to be able to express herself easily. She comes three times a week and enjoys all the activities although she particularly likes crafts and anything artistic. Her comment on the ADP? *"People here may be old but they do not appear so! The group wants to stay active, and we really enjoy doing it together!"*



CAH'S FUNDRAISING EVENTS

In 2018-2019, once again, the members of the community who care about the well-being of Francophone seniors in Toronto were generous, and we thank them from the bottom of our hearts.

GILLES-BARBEAU GOLF TOURNAMENT FOR CAH 2018

The major social event for Francophones and Francophiles, the Gilles-Barbeau Golf Tournament for CAH, is the largest fundraising event of our organization, led by the members of our Board of Directors' Golf Committee. What a team, rain or shine!

On Saturday, September 8, the heat wave broke to offer the tournament's 59 golfers an ideal day of golf on the Bethesda Grange course in Stouffville. The teams were in a good form. The pressure is off during a best-ball tournament since each player positions his next shot at the location of the best ball played by his teammate.

There was amusement all around when balls sent into the bushes (and there were some!) and lots of applause for the good shots.

In 2018, the organizing committee was so grateful for the generosity of 31 sponsors and the more than 50 donors who donated in cash or in kind not to mention the support of the many dynamic volunteers. Nearly \$16,500 was raised during the 9th edition of the tournament.

This funding allows CAH to subsidize community meals to reduce the isolation of seniors, transportation to allow seniors to attend the Adult Day Program providing much needed respite their caregivers, and supplies for CAH programs to preserve the autonomy of at-risk clients.



TORONTO CHALLENGE 2018

Défi Toronto is part of Toronto Challenge, the City's annual fundraising event for the city's seniors.

CAH, Bendale Acres (including the Pavillon francophone Omer Deslauriers), and the Fondation Hélène-Tremblay-Lavoie, are among the fifty or so organizations that are registered to benefit from this event that is dedicated to the well-being of seniors.

The 27th edition of the challenge took place on Sunday morning, June 10, 2018, that started at Nathan Phillips Square, following a fun group warm-up session. The eighteen valiant participants, registered under CAH, chose the 5 km walk challenge (there was also a 1 km walk or a 5 km run). By the way, this year there were sixteen runners in the 60-69 age category, and nine in the 70+ age category. The oldest, an 85-year-old energetic guy, ran 5 km in 41 minutes!

Our participants and donors raised \$4,010, enough to purchase a new piano and a great BBQ, and to provide supplies for our community gardens and organize outings for our clients and residents.



CHRISTMAS SHARING 2018

Did you know that the love story between Les voix du coeur and CAH began in 2003? Once again in 2018, the vocal ensemble launched the holiday season with its beautiful holiday show on December 15, collecting donations at the door at the Sacré-Coeur Parish that were donated entirely to CAH! Thanks to you, they raised \$1,842 at the door (15% more than last year!)... to which the members of the vocal ensemble themselves generously added \$1,280, for a total of \$3,122!

We continued to receive donations for the Christmas Sharing campaign during the month following their performance. Our 2018 donors allowed us to exceed the \$6,000 that was raised in 2017, for a grand total of \$7,167. We can be proud!

Thanks to these funds, CAH can offer grocery coupons and other essentials such as eyeglasses, hearing aids and dentures throughout the year to improve the well-being of the most disadvantaged seniors in our organization.



OUR FUNDERS AND DONORS

We would like to thank the funders who reaffirm their faith in us each year: Toronto Central LHIN, the City of Toronto (Housing Support and Assistance Services and Community Services), Catholic Charities, Central East LHIN, Ontario's Investment in Affordable Housing Program and the Ontario Seniors' Secretariat.

We are also very grateful to all individual donors, employees and friends of CAH, who show their support by making online donations through our website www.caheritage.org. Together, we are building our future.

2020 TARGET: \$30,000 FOR A MINIVAN!

To end its 40th anniversary with a bang, CAH wants to mark the occasion by raising \$30,000 in 2019-2020 to purchase a new minivan. The acquisition of this additional van is in-line with our renewed mission that highlights the importance of encouraging clients and members of the Seniors Active Living Centre to participate in the life of the French-speaking community. There's nothing like securing transportation to facilitate interesting outings!



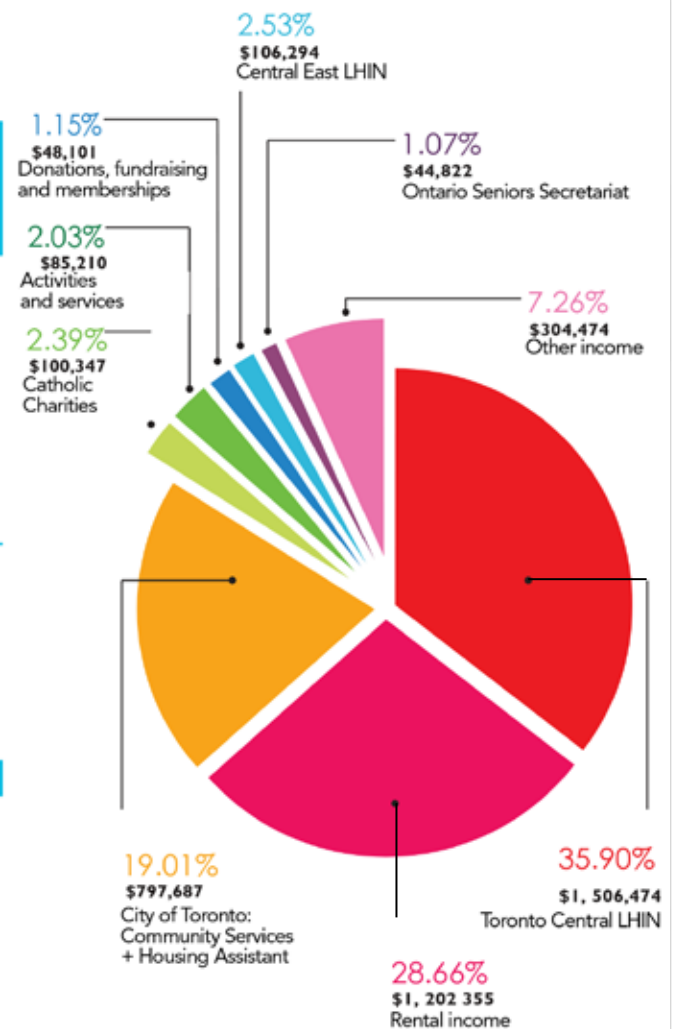
OUR FINANCIAL REPORT

You can consult our financial report at any time on our website www.caheritage.org under PUBLICATIONS.

FUNDERS & OTHERS

APRIL 1ST, 2018 TO MARCH 31ST, 2019

STATEMENT OF FINANCIAL POSITION		
the year ending For March 31st 2019	2019	2018
Assets		
Current		
Cash	\$ 516 691	\$ 84 059
Short-term investments	192 120	193 019
Government subsidies receivable	65 014	66 398
Accounts receivable	101 721	85 364
Prepaid expenses	14 007	17 146
	\$ 889 553	\$ 445 986
Tangible Capital Assets	1 060 509	1 060 509
Long-term Investments		
Restricted		
Cash-bonds and others - Replacement reserve	956 950	916 449
	\$ 2 907 012	\$ 2 422 944
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities	\$ 499 548	\$ 202 263
Deferred contributions	33 563	57 623
Rental deposits	38 057	40 525
Current portion of long-term debt	27 667	27 667
	598 835	328 078
Long-term debt	352 749	380 416
	951 584	708 494
Net Assets (Deficiency)		
La Place St-Laurent	674 586	460 088
Community Support Services	-	-
Centres d'Accueil Héritage	323 892	337 913
Replacement reserve	956 950	916 449
	1 955 428	1 714 450
	\$ 2 907 012	\$ 2 422 944



REVENUES**Government Grants**

Toronto Central LHIN	\$ 1 506 474	\$ 1 506 395
Central East LHIN	106 294	76 155
Ontario Seniors Secretariat	44 822	42 700
Social Housing Renovation and Retrofit Program (SHRRP)		6 255
City of Toronto: Community Services + Housing Assistant	797 687	836 090

Other Grants

Catholic Charities	100 347	100 347
Activities and services	85 210	92 078
Rental income	1 218 103	1 175 513
Vacancy loss	(15 748)	(14 821)
Donations, fundraising and memberships	48 101	33 609
Interest income	10 954	12 369
Other income	53 551	35 940
Allocation of Place St-Laurent to the Reserve	239 969	218 107

	\$ 4 195 764	\$ 4 120 737
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EXPENSES

Bad debts	\$76	\$3 689
Cable television	54 520	52 886
Natural gas	38 949	48 032
Hydro	96 994	104 082
Water	66 962	59 678
Repairs and maintenance - SHRRP		6 255
Repairs and maintenance	546 755	291 931
Security (Garda)	191 262	165 031
Property taxes		279 120
Term loan interest	15 726	5309
Food centre and social activities	61 206	49 340
Program supplies	32 951	32 080
Rent	77 231	68 445
Fundraising expenses	9 589	8 244
Salaries and benefits	1 669 743	1 669 345
Advertising and promotion	18 754	13 402
Education	117 813	101 354
Insurance	41 174	38 141
Office and general	64 398	32 244
Office equipment	92 491	115 149
Telephone	29 158	30 296
Meetings and travel	28 396	16 107
Professional fees	249 522	249 679
Bank charges	3 232	2 868
Spending by the Reserve	208 200	178 167

	\$ 3 715 102	\$ 3 620 874
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Excess of Revenues over Expenses before allocation	\$ 480 662	\$ 499 863
Annual information Return adjustment for prior year	285	(9 817)
Allocated to the reserve	(239 969)	(218 107)
Excess (Deficiency) of Revenues over Expenses	\$ 240 978	\$ 271 939

OUR BOARD OF DIRECTORS 2018-2019



Maryse Francella
DIRECTOR/CHAIR



Marek Nesvadba
DIRECTOR/
VICE-CHAIR



Arnaud Ludig
DIRECTOR



Claire Prest
DIRECTOR



Sylvie Lavoie
DIRECTOR/
TREASURER



Colette Raphael
DIRECTOR/
SECRETARY



Denis Frawley
DIRECTOR



Hermane Ligue
DIRECTOR



Ishrat Abid
DIRECTOR/CLIENTS'
REPRESENTATIVE



Jamie Guerra
DIRECTOR



Marine Rigal
DIRECTOR



OUR TEAM



Alfonsine Jonfiah
PERSONAL SUPPORT WORKER

Aminata Seck
PERSONAL SUPPORT WORKER

Antoinette Nyandwi
PERSONAL SUPPORT WORKER

Ayda Amar
RECREATIONIST - CENTRE FOR ACTIVE LIVING

Barbara Ceccarelli
EXECUTIVE DIRECTOR

Bintou Diakité
PERSONAL SUPPORT WORKER

Brigitte Auger
OSHAWA ADULT DAY PROGRAM
COORDINATOR

Céline Carley
BUS DRIVER
OSHAWA ADULT DAY PROGRAM

Clarisse Nangué
PROGRAM MANAGER

Dale Khelifa
RECREATIONIST

Dushko Ristov
SUPERINTENDANT

Ella-Monia Irakoze
CASE MANAGER

Emmeline Bellerive
PERSONAL SUPPORT WORKER

Fabrice Bareille
RECREATIONIST

Fatoumata Barry
PERSONAL SUPPORT WORKER

Faustin Kakunze
CLEANER

Frida Ndereyimana
PERSONAL SUPPORT WORKER

Géta Maffei
PERSONAL SUPPORT WORKER

Hassiatou Salé
MANAGER PLACE SAINT-LAURENT

Hélène Mbuya
PERSONAL SUPPORT WORKER

Hélène Ngombe
PERSONAL SUPPORT WORKER

Isabel Kiambi
PERSONAL SUPPORT WORKER

Jean Tété
ADMINISTRATIVE AND
COMMUNICATIONS ASSISTANT

John Gelmon
BUS DRIVER

Julie Kaniki
PERSONAL SUPPORT WORKER

Julie Nisin
PERSONAL SUPPORT WORKER

Junie Zamor
CARE COORDINATOR

Linda Legault
DIRECTOR - QUALITY CONTROL

Madina Bah
FOOD SERVICE WORKER

Mbelu Ndiadia
PERSONAL SUPPORT WORKER

Micheline Meya
PERSONAL SUPPORT WORKER

Michelle Tamafo
PERSONAL SUPPORT WORKER

Octavie Dwasma
PERSONAL SUPPORT WORKER

Patrice Goho
PERSONAL SUPPORT WORKER

Paul Lapierre
ASSISTANT EXECUTIVE DIRECTOR

Ricky Bruce
FOOD SERVICE ADMINISTRATOR





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