

ANNUAL REPORT

2018



Helping seniors realize their full potential in French



caH

CENTRES
D'ACCUEIL HÉRITAGE

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OUR STRATEGIC ROADMAP FOR 2017-2019

OUR MISSION

Helping seniors
realize their
full potential
in French

OUR VISION

Working with
seniors to build
our future

OUR VALUES

Inclusion
Team spirit
Creativity
Accountability

OUR PRIORITIES AND OBJECTIVES FOR 2017-2019

PROGRAMS AND ACTIVE OFFERS OF SERVICE

By March 2019, Centres d'Accueil Héritage will have implemented an adult day program, including a transportation service, in the East end of the Greater Toronto Area, increased accessibility to CAH services for the Francophone community and implemented an active offer of services in French in all sectors of the centralized point of access structure of the Toronto Central LHIN.

VISIBILITY AND STRATEGIC POSITIONING

By March 2019, Centres d'Accueil Héritage will have developed a communication plan and communication tools. CAH will have participated in the mobile service delivery model in collaboration with other health care providers to provide personal support to clients waiting for an alternate level of care. CAH will have provided access to transitional and respite beds for Francophone clients.

ORGANIZATIONAL VITALITY

By March 2019, CAH will have completed all accreditation phases and will have been accredited by Accreditation Canada. CAH will have structures and policies in place that meet accreditation standards to improve organizational practice, increase service quality and reduce risk.

PARTNERSHIPS AND CLIENT-CENTRED CARE

By March 2019, Centres d'Accueil Héritage will have put in place flexible and innovative community service delivery models in collaboration with key partners to meet the increasingly complex and evolving needs of Francophone clients. CAH will have integrated client-centred goals into all care plans.

A JOINT MESSAGE FROM THE BOARD



Maryse Francella
CHAIR



Barbara Ceccarelli
EXECUTIVE DIRECTOR



Isabelle Girard
OUTGOING EXECUTIVE DIRECTOR

On the eve of its 40th anniversary, CAH can look back with pride on how much it has done since its founding to fulfill its mission of helping seniors realize their full potential in French.

Throughout 2017-18, our CAH team, together with the Board of Directors, has worked hard to complete the Accreditation Canada process, an independent evaluation process that applies standards developed from best practices in community health. We chose to undertake this course of action to examine and improve the quality of our services on a regular, systematic basis.

Forty years ago, CAH 's founder Simone Lantaigne showed true vision by anticipating the growing needs of seniors.

From the start, she ensured that CAH would grow for and through the community. Now more than ever, we are determined to continue to work together with a community engaged in the major issues affecting seniors.

CAH aims both to ensure the continuity of its current services, meeting a very real need, and to provide services of the best possible quality, in French. CAH wishes to reflect our lively and constantly changing Francophone community.

We intend to develop tools to better engage with the community in order to offer flexible solutions to meet the increasingly complex challenges of the ageing Francophone population.

We marvelled at the devotion displayed by both staff and Board of Directors all through

the demanding second phase of the accreditation journey.

This journey gave us an opportunity to delve into many parts of our organization and, as a result, create tools and new procedures to build quality services and a culture of continuous improvement at CAH. We can almost liken it to packing for a long trip. We analysed findings and needs. Our CAH suitcase is now very full. At the end of the accreditation process, we will receive constructive feedback from the surveyors, as this great journey continues.

Through this process, we have gained a clearer vision of what services we should offer to meet the growing needs of our community. CAH champions active ageing, promoting the well-being of Francophone seniors through

PRESIDENT AND EXECUTIVE DIRECTOR

Through this process, we have gained a clearer vision of what services we should offer to meet the growing needs of our community. CAH champions active ageing, promoting the well-being of Francophone seniors through physical and cognitive activation, socialization, and information-sharing to support independent decision-making. In the coming year, we will strive to better communicate this vision to CAH's clients, partners and friends.

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CAH's financial position is stronger than ever! Not only did we just make the last mortgage payments for Place Saint-Laurent, but, from now on, CAH will be exempt from property taxes, which represents a savings of almost \$350,000 a year.

While we are on the subject, we would like to acknowledge that this highly successful outcome is the result of four years of constant interaction with the City of Toronto and the province, skillfully orchestrated by Isabelle Girard, our outgoing Executive

Director, and by the support of a committed Board of Directors.

We are enthusiastic about embarking on a year of transition. We now need to incorporate our new tools into day-to-day activities while reflecting on future strategies that will contribute to creating a continuum of services that meet the needs of the ageing Francophone population of the Greater Toronto Area.

Now, more than ever, it's time to strengthen our ties with the other players in the community health sector, in order to position CAH, once and for all, as a flexible, innovative partner.

We would like to thank the members of CAH's Board of Directors for their commitment and availability. We have the great pleasure of

working with a dynamic board and benefitting from the wide-ranging skills of our board members.

Finally, we would like to highlight the devoted work and vital contribution of the entire CAH team. We extend our immense gratitude for this intense year. We are privileged to work with a team of professionals whose dedication to the well-being of our clients is displayed each and every day.

Driven by a spirit of optimism that would certainly please our founder, we are all looking to the future with renewed energy and confidence, ready to face challenges and take advantage of opportunities to better serve our Francophone seniors.

THE ROAD WE TRAVELLED IN 2017-2018

The CAH team is filled with excitement and joy as it completes the final stages of the second phase of the accreditation process in which it was immersed throughout 2017-18.

We embarked on the first phase of the accreditation process in 2015, an experience that showed us that we were on the right path. The second phase was decidedly more demanding, all the more so because it coincided with a change in management! We had to examine 416 standards identified by Accreditation Canada as best practices to ensure the quality and safety of our services.

Taking bold action

To analyse how well CAH met these standards, we required the services of a quality manager and an accreditation consultant, who made it easier for us to deal with all these standards by dividing them into about fifty coherent fields of activity covering the full scope of CAH's work.

The entire CAH team split up the work by creating subgroups to systematically examine each of these fields of activity. The subgroups had an opportunity to present the results of their hard work to the entire team at different meetings, allowing everyone to better understand the work each of them was doing and to get a better overall view of how CAH functions.

These analyses provided CAH with the basis for a review of its policies and procedures to eliminate confusion around the responsibilities of each field of activity and facilitate the training of new employees and orientation of future members of our Board of Directors.

CAH also set up its own intranet, an internal computer network that makes it easy for colleagues to share interesting and relevant resources and fosters a stimulating work environment.

A culture of continuous improvement

Central to the accreditation process is a culture of continuous

improvement of quality and safety based on the management and analysis of risks related to our work. In order to monitor the progress of our programs and services, we had to determine which indicators to measure throughout the year and design data-collection procedures and an indicator-monitoring timetable.

This evidence-based approach allows us to produce reports that include a wealth of data and statistics for analysing our outcomes. It has the undeniable added advantage of helping us better define the nature and scope of our work and better explain to the public and our funders how important our work is for seniors in the community.

A client-centred culture

Another pillar of the accreditation initiative, in line with the approach recommended by the Canadian government, is the creation of a client-centred culture.

The accreditation process allowed us to develop tools that encourage us to engage clients and caregivers



in the planning of our interventions. Each of our clients, whether they receive our services at CAH, at home in the Greater Toronto Area or through our adult day program in the Durham region, now has a personalized care plan created by a multidisciplinary team made up of case managers, personal support workers and recreationists, supported by the SSH care coordinator and the manager of complex needs services. Everyone speaks the same language.

We have created an advisory committee made up of our clients' caregivers to hear their side of the story and better understand their reality. We have already started gathering their opinions on a variety of issues and we will put together a panel this year to pursue the discussion in greater depth. We have also created a new section on our website to support caregivers and family members involved in ensuring the well-being of their seniors.

We're ready for our great journey

All through the process, to help us stay focused and motivated, we

All these questions remain open and we will address them again in the fall with the community as we develop CAH's next strategic plan.

used and overused the metaphor that the accreditation process is like preparing for a long trip. We have spent a year "packing" and preparing a "road map", asking ourselves crucial questions in order to measure where we were and where we wanted to end up as providers of community support and care services for Francophone seniors and their caregivers, to continue our journey along the continuum of community health, in French.

Are we playing our role in the best possible way? Are we implementing the recommendations set out in best practices? Are we meeting the needs of our clients? Do we listen to them enough? Do we pay sufficient attention to their wishes when implementing our interventions? Do we always have our eyes open for opportunities to improve our services? Do we

have the necessary resources to do quality work in a safe way?

All these questions remain open and we will address them again in the fall with the community as we develop CAH's next strategic plan.

Looking back at the road we travelled in 2017-18, we realize that the accreditation process was simply the excuse that motivated us to take stock of CAH in terms of quality, to reconnect with our identity and make sure that we are all heading towards the same destination.

We have come out of this process energized by a clearer vision of our strengths and the strategies to adopt to continuously improve our programs and services, in collaboration with our partners in the health and community care sector.





TESTIMONIALS

I have been working at CAH since March 31, 1993. There was only a team of twelve people at that time. I first worked in the kitchen part-time, a few hours a week and twelve hours a week on weekends. I had volunteers help with everything, prepare and clear the tables, pound the potatoes and cut the vegetables, do the dishes and put them away. We had big meals on Tuesdays and Fridays, that was when many people came as well as during the holidays. Once a month, there was the brunch. I particularly remember the time when we celebrated the 100th



anniversary of a resident who was Romanian. What a beautiful evening! We did Romanian cooking, put on Romanian music. There was a group of folk dancers.

While I was working, I took the caregiver course two days a week. In 1995, when the Centres d'Accueil

Heritage Support Services (SSH) department opened, I started working as a support worker at Place Saint-Laurent and in the community (now, SSH is only open to residents). There are things that have not changed over time, like bingo on Monday nights, but the building has changed a lot. CAH began to renovate everything, the corridors, the kitchen, the dining room. Before, there was no security guard.

A lot has happened in 25 years. Now we participate to a lot of training, which is important to help us do a good job. Today, we use the computer much more than before. We have more responsibilities than before and I realise I have learned a lot. And here I am, still here after all these years! I like my job, I like working with seniors. I like providing a good service to customers to help them and encourage them to stay independent, to live well longer.

– **Géta Maftei**, employee of CAH for 25 years

I was a long time membre of the CAH's Elderly Persons Centre. I used to like that. I came to do exercise sessions. In 2016, I found myself in the emergency room after dizziness and a fall. I can't really walk anymore and I live alone. After some time, my friends from Place Saint-Laurent told Clarisse about me. She contacted the Toronto Central Community Care Access Centre (CCAC) for me and they sent a physiotherapist to assess my situation, see how I was settled and how I moved around my apartment. He immediately said I needed a walker and other adjustments at home. Clarisse assigned me a case manager who helped me get a grant that paid \$300 of the \$400 walker cost. I now use CAH's Homemaking Program to assist me. It was very necessary. Without CAH, I had no voice to make myself heard.

– **Monique Makanda Nseyo**, client in the community

My mother was French-Canadian. When I came to Montreal on my motorcycle to see Expo 67, I met half of my family, on my mother's side. I really developed an emotional attachment with French. I was an English teacher in Quebec. When I moved to Ontario in the 1980s, I taught enriched French, not just the language but also French art, music and culture.

Since I was very active in the Francophone community, I learned that Place Saint-Laurent existed. I was living on a boat and the time was coming when I couldn't anymore. I contacted Toronto Housing in 2013 and specifically asked them to put me on the waiting list for Centres d'Accueil Héritage. I was told there were 60 people on that list. It took 5 years but I finally got a place and I arrived in May 2018!

This truly is a welcoming centre, worthy of its name "Accueil"! I feel comfortable here. We greet each other, we chat in French. I feel like I've returned to Quebec. I even found a resident who is from St-Léonard d'Aspen, a very small town in Quebec where I once taught! Everyone is very nice. Barbara the director mentioned me that CAH had community gardens so I now have a garden spot and I became a gardener. I feel like I've died and I've come to heaven!

– **Mark Vizniuk**, new Place Saint-Laurent resident



OUR FUNDRAISING CAMPAIGNS

Whenever the opportunity arises, many members of the community roll up their sleeves to get involved in CAH's various fundraising activities. They open their hearts (and their wallets) to help us provide Toronto's Francophone seniors with a stimulating environment that will allow them to maintain their independence and safely remain in their homes as long as possible. In 2017-2018, once again, their hard work paid off, and we thank them sincerely.

GOLF TOURNAMENT GILLES-BARBEAU FOR CAH 2017

Led by the volunteers of the Golf Committee of our Board of Directors, the Gilles-Barbeau Golf Tournament for CAH is a major social event for Francophones and Francophiles and the largest fundraiser of our organization.

The Gilles-Barbeau Tournament is obviously a great opportunity for networking and socialisation for our community. In 2017,

81 golfers, 32 sponsors and 30 donors participated in the event. The activity is always held in a friendly atmosphere and ends with an excellent meal in good company, animated with numerous awards and prizes. However, this tournament is also an opportunity to tighten the links with our partners, always reliable and generous.

More than \$ 18,000 was raised at the 8th edition of the tournament, which was held on Saturday, September 9, 2017 at Bethesda Grange Golf Club in Stouffville. Thanks to donations and sponsorships from participants, friends and members of CAH, we were able to subsidize community meals (to reduce seniors isolation), transportation services for the clients of our Adult Day Program (to give their caregivers a welcome respite), and supplies for our many programs (to help our at-risk clients maintain their autonomy).

TORONTO CHALLENGE 2017

It is always a pleasure for us to participate in the Toronto Challenge, the City of Toronto's annual fundraising event. Of the fifty or so organizations dedicated to the well-being of seniors who are registered to benefit from the Toronto Challenge, three players meet the growing needs of our Francophone seniors: Centres d'Accueil Héritage, Bendale Acres (including the Omer Deslauriers French pavilion) and the Hélène-Tremblay-Lavoie Foundation.

The 26th edition of the Toronto Challenge was held Sunday, June 11, 2017 at Nathan Phillips Square. The challenge is a 1 km or 5 km walk and a 5 km run. Our brave participants chose the 5 km walk. Once again, seniors were at the core of this event! Among the participants of the 5 km circuit was a 105 year old; and among the runners, there were fourteen in the 60-69 age category, and eight in the age group 70 and over.



CAH joined Reflet Salvéo and Entité 4 (French language Services Planning Entities) to increase the visibility of Francophones within the event. Specific tee shirts were created for the event. There were 13 participants registered with CAH and our donors raised \$ 4,020 for the Toronto 2017 Challenge. With these funds, we were able to equip the Place Saint-Laurent patio to allow our clients, residents and visitors to safely and comfortably enjoy the summer while it lasts.

CHRISTMAS SHARING 2017

Our pre-holiday fundraising initiative raises a significant amount of money to improve the quality of life of those among our clients that are in need and marginalised and maybe experiencing food security issues by providing them with grocery coupons and basic necessities, not only during the holiday season, but also throughout the year. Our Christmas Sharing 2017 allowed us to collect over \$ 6,000.

Anyone entering the lobby at Centres d'Accueil Heritage (CAH) will notice on the donor board the name of the vocal ensemble Les Voix du Coeur, under the section "Silver Donors", and for good reason. In addition to their own donation, Les Voix du Coeur also give CAH all the funds collected at the entrance during their holiday show.

OUR DONORS AND FUNDERS

We would like to mention that our fundraising efforts represent less than 2% of the budget CAH needs to provide community-based care services to the Greater Toronto Area Francophone senior community.

This is why we want to thank our funders who each year renew their trust in us: Toronto Central LHIN, City of Toronto (Support Services and Housing Services), Catholic Charities, Central East LHIN and Seniors Secretariat of Ontario.



We are also grateful to all the individual donors who choose throughout the year to show their support for CAH by making an online donation through our website www.caheritage.org.

All together we are building our future!



OUR FINANCIAL REPORT

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

FUNDERS & OTHERS

APRIL 1ST, 2016 TO MARCH 31ST, 2018

STATEMENT OF FINANCIAL POSITION the year ending For March 31st 2018

Assets

Current

Cash	\$ 84 059	\$ 187 017
Short-term investments	193 019	148 575
Government subsidies receivable	66 398	69 354
Accounts receivable	85 364	43 043
Prepaid expenses	17 146	21 002
	\$ 445 986	\$ 468 991

Tangible Capital Assets

Long-term Investments

Restricted

Cash-bonds and others - Replacement reserve	916 449	866 282
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\$ 2 422 944 **2 441 046**

Liabilities and Net Assets

Current

Accounts payable and accrued liabilities	\$ 202 263	\$ 929 341
Deferred contributions	57 623	30 223
Rental deposits	40 525	38 971
Current portion of long-term debt	27 667	

328 078 **998 535**

Long-term debt

380 416

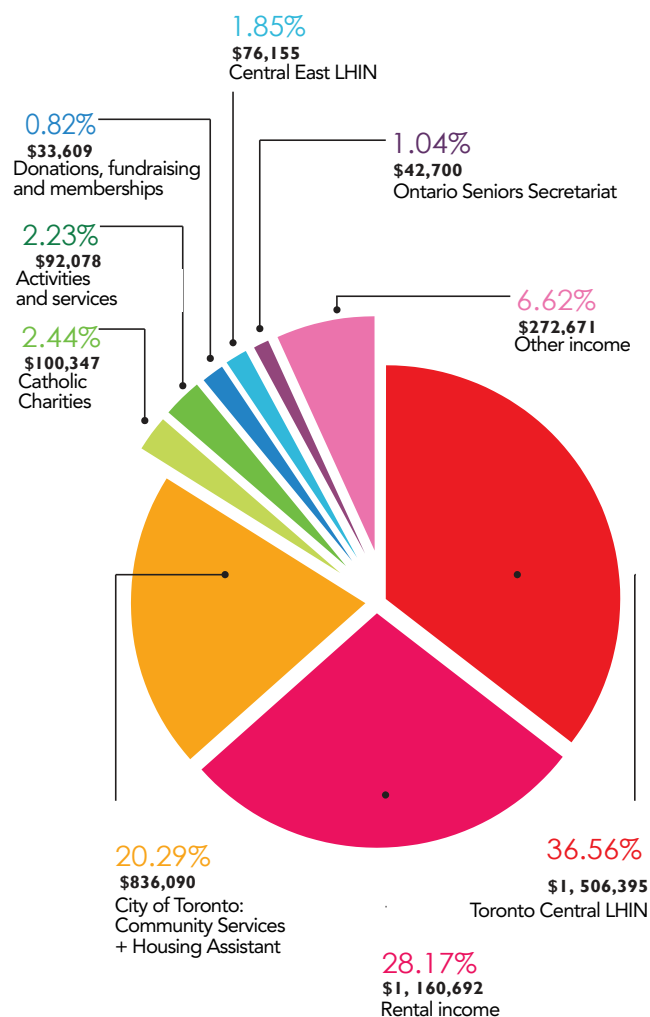
708 494 **998 535**

Net Assets (Deficiency)

La Place St-Laurent	460 088	232 665
Community Support Services	-	-
Centres d'Accueil Héritage	337 913	373 473
Replacement reserve	916 449	916 449

1 714 450 **1 442 511**

\$ 2 422 944 **\$ 2 441 046**



STATEMENT OF OPERATIONS AND CHANGES IN NET ASSET		2018	2017
For the year ending March 31st			
REVENUES			
Government Grants			
Toronto Central LHIN	\$ 1 506 395	\$ 1 409 685	
Central East LHIN	76 155	76 733	
Ontario Seniors Secretariat	42 700	42 700	
Social Housing Renovation and Retrofit Program (SHRRP)	6 255	6 255	
City of Toronto: Community Services + Housing Assistant	836 090	849 469	
Other Grants			
Catholic Charities	100 347	98 845	
Activities and services	92 078	98 372	
Rental income	1 175 513	1 159 307	
Vacancy loss	(14 821)	(11 366)	
Donations, fundraising and memberships	33 609	52 419	
Interest income	12 369	15 526	
Other income	35 940	38 548	
Allocation of Place St-Laurent to the Reserve	218 107	218 107	
	\$ 4 120 737	\$ 4 054 600	
EXPENSES			
Bad debts	\$3 689	\$11 008	
Cable television	52 886	1 383	
Natural gas	48 032	48 132	
Hydro	104 082	146 670	
Water	59 678	64 480	
Repairs and maintenance - SHRRP	6 255	6 255	
Repairs and maintenance	291 931	280 028	
Security (Garda)	165 031	156 645	
Property taxes	279 120	374 461	
Mortgage interest	5 309	3 572	
Food centre and social activities	49 340	60 684	
Program supplies	32 080	32 055	
Rent	68 445	60 780	
Fundraising expenses	8 244	18 897	
Salaries and benefits	1 669 345	1 680 238	
Advertising and promotion	13 402	16 976	
Education	101 354	98 024	
Insurance	38 141	35 385	
Office and general	32 244	29 777	
Office equipment	115 149	68 802	
Telephone	30 296	27 881	
Meetings and travel	16 107	18 716	
Professional fees	249 679	141 951	
Bank charges	2 868	3 095	
Spending by the Reserve	178 167	157 228	
	\$ 3 620 874	\$ 3 588 087	
Excess of Revenues over Expenses before allocation	\$ 499 863	\$ 466 513	
Annual information Return adjustment for prior year	9 817		
Allocated to the reserve	(218 107)	(218 107)	
Excess (Deficiency) of Revenues over Expenses	\$ 271 939	\$ 248 406	

OUR BOARD OF DIRECTORS 2017-2018



Maryse Francella
CHAIR



Joyce Irvine
VICE-CHAIR



Arnaud Ludig
DIRECTOR



Denis Frawley
DIRECTOR



Sylvie Lavoie
TREASURER



Marek Nesvadba
SECRETARY



Claire Prest
DIRECTOR



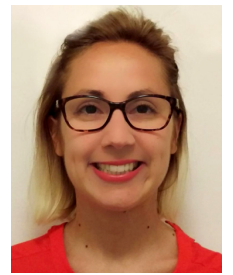
Jamie Guerra
DIRECTOR



Ishrat Abid
RESIDENTS'
REPRESENTATIVE



Colette Raphael
DIRECTOR



Marine Rigal
DIRECTOR



OUR TEAM



Aminata Seck
PERSONAL SUPPORT WORKER

Antoinette Nyandwi
PERSONAL SUPPORT WORKER

Ayda Amar
RECREATIONIST

Barbara Ceccarelli
EXECUTIVE DIRECTOR

Bintou Diakité
PERSONAL SUPPORT WORKER

Brigitte Auger
OSHAWA ADULT DAY PROGRAM
COORDINATOR

Clarisse Nangué
HEAD OF COMPLEX CARE

Dale Khelifa
RECREATIONIST

Dushko Ristov
SUPERINTENDANT

Elethia Edwards
FOOD SERVICE WORKER

Émeline Bellerive
PERSONAL SUPPORT WORKER

Fabrice Bareille
RECREATIONIST

Fatoumata Barry
RECREATIONIST -
OSHAWA ADULT DAY PROGRAM

Faustin Kakunze
CLEANER

Georgette Manéna
CASE MANAGER

Géta Maftei
PERSONAL SUPPORT WORKER

Hassiatou Salé
ADMINISTRATIVE ASSISTANT

Hélène Mbuya
PERSONAL SUPPORT WORKER

Hélène Ngombe
PERSONAL SUPPORT WORKER

Isabel Kiambi
PERSONAL SUPPORT WORKER

Isabelle Girard
OUTGOING EXECUTIVE DIRECTOR

Jacinthe Gagnard
BUS DRIVER -
OSHAWA ADULT DAY PROGRAM

Jean Tété
ADMINISTRATIVE AND COMMUNICATIONS
ASSISTANT

John Gelmon
BUS DRIVER

Julie Kaniki
CASE MANAGER

Julie Nisin
CASE MANAGER

Junie Zamor
CARE COORDINATOR

Linda Legault
PROGRAM DIRECTOR

Madina Bah
FOOD SERVICE WORKER

Mbelu Ndiadia
PERSONAL SUPPORT WORKER

Micheline Meya
PERSONAL SUPPORT WORKER

Octavie Dwasma
PERSONAL SUPPORT WORKER

Paul Lapierre
ASSISTANT EXECUTIVE DIRECTOR

Pauline Bondo-Kinono
CLEANER

Ricky Bruce
FOOD SERVICE WORKER

Vijeta Mukerjee
FOOD SERVICE ADMINISTRATOR





caH

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