



S.E.N.A.C.A. Seniors Day Program Halton Inc.



S.E.N.A.C.A. Seniors Day Program Halton Inc.

ANNUAL REPORT

FOR THE FISCAL YEAR:

2017-2018



S.E.N.A.C.A. Seniors Day Program Halton Inc.

A Message from the Board of Directors:

Allow me to refresh your memory today with what S.E.N.A.C.A. stands for and to do so I have chosen to start with the definition of Care. According to Oxford living dictionary, care is the provision of what is necessary for the health, welfare, maintenance, and protection of someone or something. The second term I would like you to pay attention to is “the Family”, where according to Sociologists, it is an intimate domestic group of people related to one another and it has been a very resilient social unit that has survived and adapted through time.

The reason S.E.N.A.C.A. was able to survive, thrive and develop over four decades is that our ‘care like family’ evolved from being a motto to a rule of life pursued by our staff, management, board of directors as well as our community partners. The Mississauga Halton Local Integration Health Network (MH-LHIN) and the United Way of Halton, Hamilton plays a big role sustaining our services through the funds for operations, leadership, training, and support they provide to us.

This past year has been challenging and fruitful, where we had to persevere adapting with and adjusting to legal and market dynamics, most prominent of which was the Bill 148. The competency of our HR and finance committees was key for understanding implications and recommending alternatives. Also, the governance committee successfully recruited three brilliant directors and is in the process of adding two more this summer to complement the set of skills and expertise identified through the board matrix assessment developed by the vice chair Jacque Minezes, thanks to her effort.

Our staff and management at S.E.N.A.C.A. are also celebrating their achievement for a successful three year CARF accreditation, which despite the diligent effort over the year, has taken them tremendous energy in preparation. It is a work in progress to capitalize on our strengths and improve our weaknesses, thus, S.E.N.A.C.A. will be refining policy, procedures, and practices to meet the recommendations provided by the accreditation process.

The revision of the S.E.N.A.C.A. strategy by the board allowed for an interim refresh focused on resilience and agility reiterating the organizational centeredness around customers and staff, thus the urge to advance IT solutions and management systems. Direct deposits were successfully launched in January 2018 in addition, the PayPal method of payment is now accounting for 10% of our collection, thanks to our management. One of the objectives the board and management are jointly pursuing for 2018 is the implementation of the succession plan for a stronger leadership role for the management and more staff empowerment. While currently in the process of recruiting a new Executive Director, we are working with our great ED Wendy McBride to make this transition as effective and efficient as it can be.



S.E.N.A.C.A. Seniors Day Program Halton Inc.

Another, as important dimension to our strategic refresh is the development of a five year strategy to rebrand S.E.N.A.C.A. as an industry leader and revamp current business model and practices to better align with the LHIN strategic vision and direction.

My personal thanks to the Board of Directors and committee members for their support and contribution to S.E.N.A.C.A. and my undying gratitude to Penny Smith, our immediate past president who also acted as the Board Secretary and assisted me in the executive tasks.

Paul Haddaden

President, Board of Directors



S.E.N.A.C.A. Seniors Day Program Halton Inc.

A Message from the Executive Director:

A very busy, challenging and opportunistic year for S.E.N.A.C.A. Seniors Day Program Halton Inc.

We completed our CARF accreditation in February 2018. The surveyors felt we had made great strides. To my delight they found our clients and caregivers felt we achieved excellence and that is our mission – To improve a caring, nurturing and safe environment for adults who need companionship, recreation and a sense of achieving to enhance their quality of life, while supporting their caregivers. We know what we still need to improve and the S.E.N.A.C.A. Team is working on charting, goals etc. We were awarded a 3 year accreditation.

Our Quality Improvement Plan is being posted on our website as well. Sheryl is involved with the LHIN Quality Improvement Program and developed our plan.

As our Performance Outcome Measurement. Our consumer Survey Yielded fantastic results.

1. 100% of clients replied “yes” S.E.N.A.C.A. provides a caring nurturing and safe environment
2. 98.94% of clients replied that “yes” they feel happier since attending the program and 98.97% of clients replied that “yes” they feel a greater sense of belonging
3. 98% of clients replied that “yes” they receive holistic care and 99.02% were satisfied or very satisfied with the overall level of care.
4. 98.96% of clients feel satisfied or very satisfied with the level of respect and dignity treated in the program
5. 97% of clients replied “yes” they believe that they are provided with adequate support and 95.83% % replied that “yes” S.E.N.A.C.A. is a safe place to leave a client
6. 94% of caregivers replied “yes” their stress level has been reduce and 98.96% of caregivers are satisfied or very satisfied with the level of input they are allowed/asked to provide

We also conducted a survey with our volunteers.

1. 100% of volunteers were either satisfied or very satisfied with their experience. We are requesting an annual review of all volunteers and ensuring all complete required training and complete Exit interviews. A new handbook was developed for training new volunteers.

We also completed a staff survey. This was revised this year to include our 3 Facilitators in the management section along with our Financial Administrator, Catherine Farrel our Volunteer Coordinator and myself. The Human Resource Committee review that results – 61% strongly agree or agree morale is good and 56% strongly agree or agreed compensation was adequate. All staff have a 3 month and annual evaluation. Staff complete mandatory courses every year



S.E.N.A.C.A. Seniors Day Program Halton Inc.

including G.P.A. (Gentile Persuasive Approach) yearly C.P.R/AED training and this year First Aid as well. Staff also attend I.T courses (we are part of a pilot project for complex care patients, Health and Safety) Accessibility and Dementia training.

We have Facilitator meetings every week and every site has staff meetings. We also attend United Way Workshops and we are working with the Mississauga Halton LHIN Regional Centre for staff workshops and also caregiver workshops. We had a very successful workshop at Palermo for caregivers on Long Term Care and will be hosting more workshops there.

The Human Resources Committee have also been working on Bill 148 – raising the minimum wage and more benefits for casual staff etc. This has affected not only staff but also our meals costs, rent benefits etc.

We continue to be in compliance with The Mississauga Halton Local Health Integration Network Standards and attend Governance to Governance meetings and Quarterly Sector meetings. The MHLHN will be moving to 7 sub-regional zones for planning locally etc. The inauguration meetings begin June 2018. Our monthly Adult Day Services meetings also continue every month.

With our MSAA agreement with the Ministry our targets are all met within desired limits, unit costs revenue and expenses. We did serve more clients and have seen a surge in “crisis’ clients, death and admissions to Long Term homes resulting in more turnover and greater numbers of clients served.

We received a number of donations including The May Court Club of Oakville, Angela Bruce Chapter IODE (who also held a bridge luncheon for us) and various individual donations including in memoriam ones. We sincerely appreciated these donations and thank everyone for their thoughtfulness.

Gary Burnstein completed our audit in May 2018 and his management letter made some minor recommendations i.e. Visa payments which we will investigate.

We need to assess and evaluated and “brainstorm” fundraising endeavors, Catherine has a written a report.

A reminder also, we have our S.E.N.A.C.A. Boutique if you are looking for gifts, volunteers have knit baby blanket, mittens, scarves etc.

We held our annual garage sale Saturday June 2, 2018 at Bond (later than usual) under Catherine’s leadership. We had a very poor turnout with staff, volunteers and also treasures and baking and selling plants. We need to evaluate this source of fundraising .

- Worthwhile garage sale “staff”?
- Just have plants and bake sale?
- Change location i.e. Palermo? (combining with Palermo United Church a trunk sale) or partnering with another community organization.



S.E.N.A.C.A. Seniors Day Program Halton Inc.

In closing I would like to thank each of the staff at our 3 locations for their dedication, sharing, hard work and caring every single day. This is what we are all about. Each certainly goes above and beyond.

I will also like to thank our Board of Directors for their talent, time and expertise. Most importantly I thank the clients and caregivers. From the bottom of my heart I THANK YOU VERY VERY MUCH!

Wendy McBride

Executive Director



S.E.N.A.C.A. Seniors Day Program Halton Inc.

Performance and Outcome Measurement Plan Analysis 2017 – 2018

Introduction:

S.E.N.A.C.A.'s mission is to provide a caring, nurturing, and safe environment for adults who need companionship, recreation, and a sense of achievement to enhance their quality of life, while supporting their caregivers. Our motto, "caring like family", really is meant to be lived-out. Whether a client, caregiver, volunteer, staff member, or visitor, everyone should truly feel that S.E.N.A.C.A. cares for them "like family".

In practice S.E.N.A.C.A. operates under the principles that "If you don't count it, then it doesn't count", and that "you cannot manage and improve what you don't measure and track". To these ends, S.E.N.A.C.A. has established a number of performance measures which will allow management to evaluate the effectiveness of the program and to help management identify areas needing improvement. All this is done with S.E.N.A.C.A.'s objectives in mind:

1. To provide an adult day program for frail, disabled, and diverse individuals.
2. To maximize each individual's level of functioning.
3. To provide respite and support for caregivers.

The report is a review and analysis of all the Performance and Outcome Measurement data collected along with trends based on prior years' results. In addition, management has identified issues that need to be addressed along with an action plan. Lastly, an outline of actions taken is provided.



S.E.N.A.C.A. Seniors Day Program Halton Inc.

Performance Measurement Analysis for Board of Directors:

The Board of Directors is responsible for the general oversight of the organization. Directors set strategy, policies, and targets. They review, with management, reports on S.E.N.A.C.A.'s performance with respect to the targets in the context of the set strategy. The Board is also responsible for ensuring that S.E.N.A.C.A. meets all of its statutory and compliance obligations. The President is the chief Board member, while the Executive Director is the main intermediary between the Board and S.E.N.A.C.A. as an organization.

Goal/Measure:	Benchmark:	Current Year's Findings/Results:	Last Year's Findings/Results:	Prior Year's Findings/Results	Year-Over-Prior Year Trend
The Board holds regular meetings throughout the year	6 meetings per year, with quorum	6 meetings per year with quorum	6 meetings per year with quorum	N/A	N/A
The Board Executive holds regular meetings throughout the year.	6 meetings per year, with quorum	6 meetings per year with quorum	5 meetings with quorum; no meeting held in May of 2016	N/A	N/A
All sub-committees meet prior to the Board meetings	1 HR, Finance, and Gov. report at every meeting	Work in progress	4 HR, 2 Finance, and 4 Governance committee reports filed over 6 Board meetings	N/A	N/A
A complete set of reports are approved at each Board meeting	1 E.D., H and S, Volunteer, and Finance report at every meeting	Yes	6 E.D., 6 Health and Safety, 6 Volunteer, and 6 Finance reports filed over 6 Board meetings	N/A	N/A
Board ensures S.E.N.A.C.A. is in compliance with all statutory obligations	1 E.D. Declaration provided at every meeting	Yes	6 E.D. Declarations filed over 6 Board meetings	N/A	N/A



S.E.N.A.C.A. Seniors Day Program Halton Inc.

Board ensures S.E.N.A.C.A. is in compliance with all Accreditation obligations	Accreditation activities are reviewed at every meeting	Surveyors accreditation in Feb 2018 and we review it at the meeting	Accreditation was covered at each of 6 Board meetings	N/A	N/A
Board members are actively engaged in the performance of their duties	Each director attends at least 4 of 6 meetings	They do evaluation, we do attendance	Two directors did not attend at least 4 of the 6 Board meetings, one of whom has since resigned.	N/A	N/A

Outline of Actions Taken to Address Last Year's Identified Issues:

Comities are rebasing and the chairs are Board members and we also have community members assign, We get verbal reports at all our meetings but not always written.

Meetings are encourage to write reports and it is minutes

As for Directors we change the time to 6:30pm

Advertising, recruiting are to the webpage or referrals

Date Actions Were Taken:

Ongoing April 2017 to March 2018

General Analysis of Current Year's Performance Measurement for Board of Directors:

We are improving.

Strat planning refreshed

Current Year's Identified Issues to be Addressed:

We have continue recruiting new Board members

Meeting with LHIN to increase fees



S.E.N.A.C.A. Seniors Day Program Halton Inc.

Actions to be Taken:

Meeting with LHIN to increase fees
New recruiting for the Board

Other Observations or Comments:

Keep working on it



S.E.N.A.C.A. Seniors Day Program Halton Inc.

Performance Measurement Analysis for Finance:

The Finance department performs various accounting functions such as client billing, accounts receivable, accounts payable, payroll, budgeting, data collection, and report generation, among others. It also manages S.E.N.A.C.A.'s cash and investments. This department strives to perform these functions with particular care given to accuracy, timeliness, and truth in reporting. The Financial Administrator, working under the Executive Director and the Finance Committee, is the staff member primarily responsible for the functioning department.

Goal/Measure:	Benchmark:	Current Year's Findings/Results:	Last Year's Findings/Results:	Prior Year's Findings/Results	Year-Over-Prior Year Trend
Regular financial updates are provided to management and the Board	1 set of financial statements distributed per month	1 set of financial statements was distributed each month	1 set of financial statements was distributed each month	N/A	N/A
Interim financial reports are accurate and verifiable	1 set of supporting documents produced per month	1 set of supporting financial statements was prepared each month	1 set of supporting financial statements was prepared each month	N/A	N/A
Clients are properly invoiced, and receipts are properly applied	4 audits are conducted per year, with 0 errors found	4 client billing audits were completed with 0 error found; statements adjusted to make audit easier	4 audits have been conducted with 0 invoicing or payment errors found; adjustments to statements needed; auditor asked to audit results as well	N/A	N/A
Invoices and other obligations are processed accurately and on-time	The sub-ledger is reviewed each month, with 0 errors found	Sub-ledger reviewed with 0 errors found	Sub-ledger reviewed with 0 errors found	N/A	N/A
All government reports and remittances are submitted on-time	All remittances are reviewed each month, with 0 late payments found	All remittances were submitted with 0 late payments found	All remittances were submitted with 0 late payments found	N/A	N/A



S.E.N.A.C.A. Seniors Day Program Halton Inc.

Year-end financial results are accurate and verified	During the audit, 0 material mis-statements found	0 material misstatements were found during the annual external audit	0 material misstatements were found during the annual external audit	N/A	N/A
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Outline of Actions Taken to Address Last Year's Identified Issues:

Client statements for billing audit purposes were adjusted to make conducting the audit easier.

Date Actions Were Taken:

September 2017.

General Analysis of Current Year's Performance Measurement for Finance:

Current Year's Identified Issues to be Addressed:

Nothing at this time.

Actions to be Taken:

Nothing at this time.

Other Observations or Comments:

Nothing at this time.



S.E.N.A.C.A. Seniors Day Program Halton Inc.

Performance Measurement Analysis for Health and Safety:

The Health and Safety Department is responsible for ensuring that all of S.E.N.A.C.A.'s facilities meet or exceed legal obligations and industry "best practices" with respect to health and safety at each of its locations. This approach is applied for the well-being of all clients, caregivers, staff, volunteers, and visitors. While not legally mandatory due to its small size, S.E.N.A.C.A. has a Joint Health and Safety Committee with a member coming from each location. The committee, along with the Executive Director, is primarily responsible for this department.

Goal/Measure:	Benchmark:	Current Year's Findings/Results:	Last Year's Findings/Results:	Prior Year's Findings/Results	Year-Over-Prior Year Trend
S.E.N.A.C.A.'s facilities and equipment are kept in good repair	An inspection is conducted at every site each month	On monthly basis we do inspection. However we do not wait for inspection if anything is needed to be fixed up is done immediately	A Health and Safety inspection was missed at Coptic for September and at Palermo for February	N/A	N/A
Clients experience a safe environment (UWO 1)	A critical incident ratio of less than 0.001	Analyzed and action taken. Incident ratio for client and staff 0.0003% Survey of clients and caregivers revealed 100% felt safe	A critical incident ratio of 0.0013 was experienced	N/A	N/A
Staff experience a safe environment	A critical incident ratio of less than 0.0001	No complaints	A critical incident ratio of 0.0002 was experienced	N/A	N/A
S.E.N.A.C.A.'s staff are prepared for emergency situations	One of five different tests is conducted at every site each month	Bomb threats evacuation because of gas leak at Bond summer 2017 went very well our actions - March CPR/AED for all staff	Bond missed a test in April and chose not to do one in July and August. Palermo missed a test in October, and did not document properly in November.	N/A	N/A



S.E.N.A.C.A. Seniors Day Program Halton Inc.

		- Analysed client medical emergencies at Bond all went well no recommendations	Coptic missed a test in September and October		
Staff are properly trained in health and safety “best practices”	All staff have valid Food Handling and WHMIS certification	Above standards. All staff take food handling on hire as requirement. Staff at each site redo to be currently certificated WSIB claims Bond, Palermo and Coptic, 5 compulsory Human Resource courses conclusive policy book and dementia (corrective action) to aimed in WHMIS, health and safety, violence etc	5 staff are missing/have expired Food Handling	N/A	N/A
Staff are properly trained for medical emergencies	All staff have valid CPR, AED, and First Aid	Completed March 2018	All staff have current training	N/A	N/A

Outline of Actions Taken to Address Last Year’s Identified Issues:

Once a couple more years’ worth of data is collected with regards to critical incidents, the benchmark will be revisited and adjusted if warranted. Site Facilitators shall be required to ensure that all staff are current and up-to-date with training by March 2018.

Date Actions Were Taken: Immediately deal with issues on incidents, renew improve, protocols

- Proper documentation



S.E.N.A.C.A. Seniors Day Program Halton Inc.

General Analysis of Current Year's Performance Measurement for Health and Safety: Facilitators continue to educate staff, students and volunteers and clients to work collaborative – solutions – communicated to all

Current Year's Identified Issues to be Addressed: Sites continue to discuss at staff, facilitator meetings Health and Safety

- -Debrief incidents

Actions to be Taken: Immediate action

Other Observations or Comments: Always be proactive!



S.E.N.A.C.A. Seniors Day Program Halton Inc.

Performance Measurement Analysis for Human Resources:

The Human Resources department is responsible for S.E.N.A.C.A.'s greatest asset: its staff. This department ensures that S.E.N.A.C.A. has an adequate roster of well-qualified and properly trained staff needed to carry-out the organization's objectives. It sets employment terms, ensures that S.E.N.A.C.A. is in compliance with all labour regulations and industry "best-practices", carries-out employee evaluations, exercises discipline over staff, and monitors employee morale. The Executive Director and Human Resources Committee, with staff support from the Financial Administrator, are primarily responsible for this department.

Goal/Measure:	Benchmark:	Current Year's Findings/Results:	Last Year's Findings/Results:	Prior Year's Findings/Results	Year-Over-Prior Year Trend
Legal requirements and industry "best practices" are followed upon hire	All documents are completed and all training is provided	All new employees' files were reviewed and appropriate training completed	All new employees' files were reviewed and appropriate training completed	N/A	N/A
Staff morale is measured and reported to the Board	Morale is rated as 7 or higher by 100% of staff	50% "strongly agree" and 11% "agree" that morale is good	76% "strongly agree" or "agree" that morale is good	N/A	N/A
Employees are fairly compensated for the work performed	Compensation is rated as 7 or higher by 100% of staff	17% "strongly agree" and 39% "agree" that comp. is adequate	65% "strongly agree" or "agree" that comp. is adequate	N/A	N/A
Staff performance is evaluated regularly	Every staff member has an annual review conducted	All staff have a 3 month and one annual performance review	All staff have had an annual performance review	N/A	N/A
Staff are provided with adequate training	Every staff member completes all the required annual training	All staff have valid CPR, AED, and First Aid, 5 compulsory courses i.e. WHMIS, Health and Safety, Accessibility, workplace violence etc. GPA Training 81%	12 staff are missing/have expired GPA training	N/A	N/A



S.E.N.A.C.A. Seniors Day Program Halton Inc.

S.E.N.A.C.A.'s employees are representative of the communities they serve	S.E.N.A.C.A.'s staff represent a plurality of the clients' cultural backgrounds	Given that client turnover occurs at a faster rate than staff turnover, it is difficult for staff demographics to always match client demographics. That being said, SENACA's staff is diverse with various cultures and religions being represented	Based on a comparison, S.E.N.A.C.A.'s staff represents a plurality of the clients' cultures	N/A	N/A
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Outline of Actions Taken to Address Last Year's Identified Issues:

Staff are current and up-to-date with training by December of 2017. This is partially dependent on the availability of courses at the LHIN's Regional Training Centre.

The HR Committee reviewed the current survey, have a new one conducted in the fall of 2018, and present a report to the Board by December of 2018. This year we separate the full time and part-time staff survey

Governance Committee has two crucial issues Board succession and ED succession

Date Actions Were Taken: New board members are attending to committees

General Analysis of Current Year's Performance Measurement for Human Resources:

Current Year's Identified Issues to be Addressed: Finalize the ED succession Plan



S.E.N.A.C.A. Seniors Day Program Halton Inc.

Actions to be Taken:

Other Observations or Comments:

The role of the Human Resources Committee is primarily to provide oversight of policies and strategies developed by management to ensure S.E.N.A.C.A. maintains a 'best practice' approach to its Human Resources function. This oversight will include the tasks of Executive Director evaluation and compensation ; succession planning of leadership staff; ensuring that we meet legislative and regulatory compliance in areas dealing with human resources; review and recommend staff compensation; review the organizational structure; review and recommend job descriptions for the Executive Director and other key personnel; review recruitment and training programs;

This report outlines the activities of the Human Resources Committee during the 2017-18 year. The following activities have taken place.

- Reviewed and confirmed Human Resources Committee Terms of Reference
- Reviewed Ontario Bill 148, Fair Workplace, Better Jobs to analyze its impact and effect on the operations of S.E.N.A.C.A. The review dealt with the following sections:
 1. Minimum wage
 2. Equal pay for casual, part-time employee
 3. Scheduling of work
 4. Vacation entitlement
 5. Public holiday pay
 6. Employee misclassification
 7. Employee Standard for Protected Leaves
- The committee reviewed and amended the following Human Resources policies to reflect the changes in legislation as a result of Bill 148:
 1. Employment Standards Protected Leaves policy
 2. Vacation policy
- The committee reviewed the current reimbursement allowance paid to employees that drive their vehicle on S.E.N.A.C.A. business.
- The staff Satisfaction Questionnaire was reviewed and approved for distribution. After the employees completed the survey the results were reviewed with the Executive Director. The results were also shared with the board.
- The committee produced two marijuana polices – recreational & medical.



S.E.N.A.C.A. Seniors Day Program Halton Inc.

- A committee member (on behalf of the HR committee) and the ED met with the CARF accreditation surveyors to review and discuss HR policies and procedures.
- The pay range and pay grid were reviewed. They remain relevant to the current employment market for adult day programs.
- The committee issued a full report on its review of S.E.N.A.C.A.'s Wages and Benefits

Our Committee continues to work effectively with our management team and we appreciate their experience, knowledge and their enthusiasm. I also would like to thank the committee members for their enthusiastic participation, thoughtful suggestions and skills and knowledge that they bring to each meeting.



S.E.N.A.C.A. Seniors Day Program Halton Inc.

Measurement Analysis for Information Technology:

The Information Technology department is responsible for ensuring that S.E.N.A.C.A.'s computer systems and networks are secure, and that staff members have the proper information technology tools to perform their duties. Maintaining the website, client file security, client confidentiality, and monitoring for security breaches are also part of this departments obligations. The Privacy Officer and Executive Director, with staff support from the Financial Administrator, are primarily responsible for this function.

Goal/Measure:	Benchmark:	Current Year's Findings/Results:	Last Year's Findings/Results:	Prior Year's Findings/Results	Year-Over-Prior Year Trend
S.E.N.A.C.A.'s computer network is secured	All networks are secured by a reliable firewall	All networks are secured with a firewall	All networks are secured with a firewall	N/A	N/A
S.E.N.A.C.A.'s computers are secured	All computers are secured by a reliable anti-virus program	All computers have a reliable anti-virus	All computers have a reliable anti-virus	N/A	N/A
All computer files are recoverable	All computers are backed-up by a reliable program at least weekly	All computers are backed-up daily by an outside vendor	All computers are backed-up daily by an outside vendor	N/A	N/A
S.E.N.A.C.A.'s website is up-to-date and accessible	The website always reflects the most current information	The website's information is up-to-date continually, Notices, and events reported, Review weekly Also now included PayPal Payment link	The website's information is up-to-date, though it could be modernized with fillable PDF's for employment or volunteering. Directors' biographies could be added.	N/A	N/A
Staff are aware of, and committed to, client confidentiality	All staff, Volunteers, Board of Director applicants have	All staff, volunteers and Board of Directors have signed confidential	All staff have signed the Client Confidentiality form	N/A	N/A



S.E.N.A.C.A. Seniors Day Program Halton Inc.

	signed the Client Confidentiality form	waivers - Pipeda			
Unauthorized access to client files, if not prevented, is detected and corrected	In the I.A.R., there are 0 unauthorized staff accesses	0 unauthorized staff accesses Communication book isn't to be used for client information Client info is to be charted - Audited	There were 0 unauthorized accesses	N/A	N/A

Outline of Actions Taken to Address Last Year's Identified Issues:

The website's information is up-to-date with fillable PDF's for employment or volunteering, and included Invoice PayPal link
 Direct pay to staff is done now
 New printer at Bond location
 2 new computers purchased with, time funding from MHLHIN

Date Actions Were Taken:

General Analysis of Current Year's Performance Measurement for Information Technology: Continual up dating and assessing continually
 Continue to make very accessible

Current Year's Identified Issues to be Addressed: Work on securing funding for staff to chart goals, etc i.e. Alaya Care

Actions to be Taken: Continue to explore new software for staff – Alaya care



S.E.N.A.C.A. Seniors Day Program Halton Inc.

Other Observations or Comments: Always assess, evaluate and improve/adjust as necessary



S.E.N.A.C.A. Seniors Day Program Halton Inc.

Performance Measurement Analysis for the Volunteers Department:

S.E.N.A.C.A. cannot function without its volunteers; that's why the Volunteer Department is so important. From recruiting, to training, and to managing, this division is responsible for all things that relate to volunteers. The Volunteer CoOrdinator, working under the Executive Director, is the staff member primarily responsible for the functioning department.

Goal/Measure:	Benchmark:	Current Year's Findings/Results:	Last Year's Findings/Results:	Prior Year's Findings/Results	Year-Over-Prior Year Trend
S.E.N.A.C.A. has an adequate number of volunteers	Number of actual volunteers to budget variance of +/- 10%	Yes	Number of actual volunteers was 9% above budget	N/A	N/A
The volunteers are able to provide an adequate number of hours of work when needed	Number of actual volunteer hours to budget variance of +/- 10%	Yes, availability 9-3 us more challenging	Number of actual volunteer hours was 46% above budget	N/A	N/A
Volunteer morale is measured and reported to the Board	Morale is rated as 7 or higher by 100% of volunteers	100% of volunteers were either satisfied or very satisfied with their experience.	100% of volunteers were either satisfied or very satisfied with their experience. Scale to be changed for next year's results.	N/A	N/A
Volunteer performance is evaluated regularly	An annual review is requested of every volunteer	An annual review is required to all volunteers	An annual review has been requested of every volunteer	N/A	N/A
Volunteers are provided with adequate training	Every volunteer completes all the required training	All volunteers have completed all the required training	Every volunteer has completed all the required training	N/A	N/A



S.E.N.A.C.A. Seniors Day Program Halton Inc.

The volunteers reflect the community that they serve	S.E.N.A.C.A.'s volunteers represent a plurality of the client's cultural backgrounds	Volunteers represent a plurality of the clients' cultural backgrounds.	The volunteers' represent a plurality of the clients' cultural backgrounds, though there is a gender imbalance. More male volunteers would be beneficial.	N/A	N/A
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Outline of Actions Taken to Address Last Year's Identified Issues:

- Management will strive to budget for a more realistic amount of volunteer hours.
- Modify the application form with demographics questions, modified contact information provided
- Included Exit interview for all volunteers
- New handbook training for new volunteers

Date Actions Were Taken:

General Analysis of Current Year's Performance Measurement for Volunteers: as per our annually satisfaction survey our volunteers are either satisfied or very satisfied with their experience at S.E.N.A.C.A and the training received

Current Year's Identified Issues to be Addressed:

Actions to be Taken:

Other Observations or Comments:



S.E.N.A.C.A. Seniors Day Program Halton Inc.

This is a brief review of activities in 2017/18. Volunteer numbers/ hours are broadly unchanged. However I no longer include corporate visits in the volunteer hours. They are now a separate line as they distort the figures.

The annual satisfaction survey was overwhelmingly positive. Leading on from the survey's "snapshot" of demographics at one point in time, we have amended the volunteer application form to ask for the demographic information we are now required to track. It is not obligatory to complete this page and it is about a 50/50 split between those who complete the demographics information and those who opt out. This provides a better representation of the SENACA volunteer profile. We do not track minors and the information is anonymous and separately stored.

After the CARF review we are making some changes to the volunteer arrangements. Volunteers must agree to an exit interview as part of the volunteer agreement that new volunteers sign. This change has been put in place. All volunteers will now be invited to an 'obligatory' annual review at the end of the summer and a review document has been produced. We will be trialling it this year. Parents must now countersign applications from minors who want to volunteer.

We continue to build coop high school student placements and these now operate well at Bond and Palermo. At Coptic the local school (Rick Hansen) decided to come once a month this year as visitors rather than complete our application process. They were not regular in attendance and I talked with the student coordinator about the difficulties last minute cancellation posed for our staff and for programming.

At a volunteer fair at Rick Hansen school in May the guidance teacher told me that a lot of their parents do not want their children in community activities after school; they want to know they are at home. The school is considering volunteer activities during the school day to try and address this issue. At the same fair I met Fatima who is setting up a Muslim volunteer program at the mosque. We are going to meet again at the end of Ramadan.

Various annual events such as the garage sale and volunteer appreciation week have taken place as usual. I have written a separate report on the garage sale which was not a success.

I have been approached by Community Living about taking more special needs volunteers when their workshops close in June 2018. I explained that we have had/ we have various special needs volunteers with varying degrees of success and that the subject is best dealt with on a case by case basis.

Via United Way we have enjoyed corporate group volunteer visits at all sites for activities such as gardening and for social engagement with SENACA clients such as bingo. BMO have made their usual spring visits to Bond and Palermo.



S.E.N.A.C.A. Seniors Day Program Halton Inc.

Performance Measurement Analysis for the Adult Day Program:

The Adult Day Program department (“the program”) is the crux of where clients and caregivers receive services. The program provides an adult day program for frail, disabled, and diverse individuals. The staff strive to maximize each individual’s level of functioning, while also providing respite and support to caregivers. The Program Staff along with the Site Facilitators, working along with the Executive Director, are responsible for this department.

Goal/Measure:	Benchmark:	Current Year’s Findings/Results:	Last Year’s Findings/Results:	Prior Year’s Findings/Results	Year-Over-Prior Year Trend
<p>The program is a caring, nurturing, and safe environment for clients (UWO 3)</p> <p>(UWO 2)</p>	<p>100% of clients or caregivers believe or strongly believe that S.E.N.A.C.A. provides a caring, nurturing, and safe environment</p> <p>Client absence rate is less than 15%</p>	<p>100% of clients replied that “yes” SENACA provides a caring, nurturing, and safe environment.</p> <p>This is not due to the program, it’s health related issues</p>	<p>100% replied that “yes” SENACA provides a caring, nurturing, and safe environment. Benchmark will be changed to a “yes/no” scale</p> <p>Absence rate was 11%</p>	N/A	N/A
<p>Clients feel that their quality of life has been enhanced (UWO 12)</p> <p>(UWO 13)</p>	<p>100% of clients feel or strongly feel that they are happier since attending the program</p> <p>100% of clients feel or strongly feel a greater sense of belonging since attending the</p>	<p>98.94% of clients replied that “yes” they feel happier since attending the program</p> <p>98.97% of clients replied that “yes” they feel a greater sense of belonging</p>	<p>100% replied that “yes” they feel happier. Benchmark will be changed to a “yes/no” scale</p> <p>93% replied that “yes” they feel a greater sense of belonging. Benchmark will be changed to a “yes/no” scale</p>	N/A	N/A



S.E.N.A.C.A. Seniors Day Program Halton Inc.

(UWO 14)	program 100% of clients feel or strongly feel that their well-being has been enhanced since attending the program	95.83% of clients replied that “yes” they feel that their well-being has been enhanced	100% replied that “yes” their well-being has been enhanced. Benchmark will be changed to a “yes/no” scale		
Clients receive holistic care (physical, mental, social, spiritual) (UWO 4) (LHIN 1)	100% of clients feel or strongly feel that they receive holistic care 100% of clients are satisfied or very satisfied with the overall level of care they receive	98% of clients replied “yes” that they receive holistic care 99.02% were satisfied or very satisfied with the overall level of care	100% replied that “yes” they received holistic care. Benchmark will be changed to a “yes/no” scale 98% were satisfied or very satisfied with the overall level of care	N/A	N/A
The program serves individuals who are frail and/or disabled	S.E.N.A.C.A.’s clients’ average MAPLe score is greater than 3.75	The average MAPLe Score is 3.94	The average MAPLe Score is 3.97	N/A	N/A
The clients served reflect the make-up of the local community based on need	S.E.N.A.C.A.’s clients represent a plurality of the community’s cultural backgrounds		While French-speaking individuals comprise 8% of Halton’s population, 0% of SENACA’s clients are Francophone. Otherwise, the client base represents a plurality of the community’s cultures	N/A	N/A
Clients feel that their level of functioning has been maximized (UWO 8)	The number of clients needing 1:1 support is less than 15%	This change all the time and varies on each location 20% of clients need one-on-one support	11.7% of clients need one-on-one support	N/A	N/A



S.E.N.A.C.A. Seniors Day Program Halton Inc.

<p>Clients level of social engagement has increased (UWO 6)</p> <p>(UWO 7)</p>	<p>The proportion of clients not participating in activities is less than 15%</p> <p>The proportion of existing clients requesting additional days of service is more than 20%</p>	<p>5% of clients do not actively participate in activities</p> <p>53% of existing clients are requesting additional days of service</p>	<p>5.3% of clients do not actively participate in activities</p> <p>29% of existing clients are requesting additional days of service</p>	N/A	N/A
<p>The institutionalization of clients is postponed for as long as possible (UWO 15)</p> <p>(UWO 16)</p>	<p>Client discharges to LTC Homes is less than 40% of all discharges</p> <p>Client turnover to LTC Homes is less than 10%</p>	<p>28% of discharges are to LTC</p> <p>Client turnover to LTC is 13%.</p>	<p>39% of discharges are to LTC</p> <p>Client turnover to LTC is 17%.</p>	N/A	N/A
<p>Clients are treated with dignity respect (LHIN 3)</p>	<p>100% of clients feel or strongly feel that they are treated with dignity and respect</p>	<p>98.96% of clients feel very satisfied or satisfied with the level of respect and dignity treated in the program</p>	<p>100% of clients feel or strongly feel that they are treated with dignity and respect</p>	N/A	N/A
<p>Caregivers receive adequate respite and support (UWO 11)</p>	<p>100% of caregivers believe or strongly believe that S.E.N.A.C.A. provides them with adequate</p>	<p>97% replied that “yes” they believe that they are provided with adequate support</p>	<p>100% replied that “yes” they believe that they are provided with adequate support. Benchmark will be changed to a “yes/no”</p>	N/A	N/A



S.E.N.A.C.A. Seniors Day Program Halton Inc.

(UWO 9)	support 80% of requests for extra days are accommodated	37% of requests for extra days are accommodated	scale 58% of requests were accommodated	N/A	N/A
(UWO 10)	100% of caregivers believe or strongly believe that their ability to cope with the client's needs has increased	95.83% replied that "yes" their ability to cope has increased	90% replied that "yes" their ability to cope has increased. Benchmark will be changed to a "yes/no" scale	N/A	N/A
Caregivers feel a sense of security leaving the client at S.E.N.A.C.A. (UWO 5)	100% of caregivers believe or strongly believe that S.E.N.A.C.A. is a safe place to leave a client	98% replied that "yes" S.E.N.A.C.A. is a safe place to leave a client	100% replied that "yes" S.E.N.A.C.A. is a safe place to leave a client. Benchmark will be changed to a "yes/no" scale	N/A	N/A
Caregivers feel that their stress level has been reduced (UWO 17)	100% of caregivers believe or strongly believe that their stress level has been reduced	94% replied that "yes" their stress level has been reduced	89% replied that "yes" their stress level has been reduced. Benchmark will be changed to a "yes/no" scale	N/A	N/A
Caregivers and clients are asked for their input regarding the client's care (LHIN 2)	100% of caregivers and clients are satisfied or very satisfied with the level of input they are allowed/asked to provide about client care	98.96% of caregivers are satisfied or very satisfied with the level of input they are allowed/asked to provide	93% of caregivers are satisfied or very satisfied with the level of input they are allowed/asked to provide	N/A	N/A



S.E.N.A.C.A. Seniors Day Program Halton Inc.

Outline of Actions Taken to Address Last Year's Identified Issues:

Benchmarks should be rephrased to reflect what is being asked in the survey.

Management should, as it has already been doing, continue to ask the LHIN for additional funding so as to expand services in order to meet the growing needs of the community.

Date Actions Were Taken:

General Analysis of Current Year's Performance Measurement for the Adult Day Program:

Current Year's Identified Issues to be Addressed: Clients attending to the program in bigger need of help and more fragile stage

Actions to be Taken: Continue ongoing excellence in program.

Continue providing consumer (client and caregiver) satisfaction

Other Observations or Comments:

None.