



# Lanark Renfrew

## Health & Community Services

# Annual Report

2018-2019

# About Us...

Lanark Renfrew Health & Community Services (LRHCS) is a fully-accredited organization established in 2001 through the voluntary integration of pre-existing health, developmental and social service organizations from across Lanark and Renfrew Counties, including Lanark Community Programs (est 1979), North Lanark Community Health Centre (est 1993), Connections (est 1993), Mental Health Peer Support Project (est 1999), and the Whitewater Bromley Community Health Centre (est 2004), among others.

The drivers for this integration were to keep client service at, or above, existing levels; to build sustainability and capacity through organizational efficiencies and innovation; and to encourage and deepen collaboration between health, social and developmental services for the rural residents in Lanark and Renfrew Counties.

With a budget of over \$16 million and a workforce of over 240 dynamic and committed employees, we work together to support people and communities in achieving and maintaining their best possible health and social well-being.

Through ongoing integration, collaboration and innovation, LRHCS has become a leader in providing a broad range of client and community-centred primary and allied health care, developmental services, health promotion, and mental health services and supports in the rural communities across Lanark and Renfrew Counties. We are known as a champion for change with our local, regional and provincial partners – we are actively involved in monitoring, participating, and advocating that the unique circumstances and needs of rural citizens and rural communities be addressed. We are committed to reducing health inequities, addressing systemic barriers, achieving better health outcomes, safeguarding public funds, and advocating for a seamless people-centred system for planning and delivering primary care, home care, community services and mental health and addictions services.

LRHCS plays a vital role in helping individuals of all ages, from communities across Lanark and Renfrew Counties, achieve optimal health and well-being.



# From the Chair and Executive Director

We are pleased to introduce you to the work of Lanark Renfrew Health & Community Services (LRHCS) through our 2018-19 Annual Report. As we reflect upon the changes we have seen this past year, in our staff, our communities and government priorities, it is clear that we are in a time of transition.

Internal to our organization, the retirement of Donna Davidson (after 40 years as Agency Director of Lanark Community Programs) and other key staff, encouraged us

to take a fresh look at our leadership structure. Donna's oft-quoted comments about the "bench-strength" within the organization are as true today as ever. The implementation of changes recommended as part of our organizational and governance review serve as a testament to the strength and evolution of our integration.

This will hold us in good stead as we work on implementing proposed changes brought about by new provincial policies. Transitioning from the Local Health Integration Networks (LHINs) to the Ontario Health Team (OHT) model of health care planning and service delivery is one such major change: the change in funding for autism services is another.

Whatever opinion one holds regarding these changes, there is no doubt that they are intended to be transformational. We believe LRHCS has a unique role to play in the rural communities we serve because of our deep experience in collaboration, integration and innovation. To this end, LRHCS worked with a number of community partners, in advancing a "Lanark County Ontario Health Team (OHT)" proposal for consideration by the Province. The Lanark County OHT seeks to serve the predominantly rural citizens who live in and/or access services in Lanark County, including the Town of Smiths Falls. We envision a shared governance model, and seek to build on the deep and respectful working relationships and partnerships we value. We understand the importance of using a rural lens in support of health equity, population health and service provision.

Our autism staff are actively planning for monumental changes to come. Starting in 2020, parents will receive childhood budget funds directly in order to purchase services for their child. While some autism agencies are drastically reducing front-line staff in anticipation of these changes, LCP autism staff are busy developing innovative programs and services to meet the needs of this population. Through a collaborative pilot with behavioural services and speech & language services providing holistic care, the goals of the child and family are at the centre. Other ventures include a summer day camp for children with autism and monthly teen groups for children focused on increasing social interaction and developing life and self-advocacy skills.

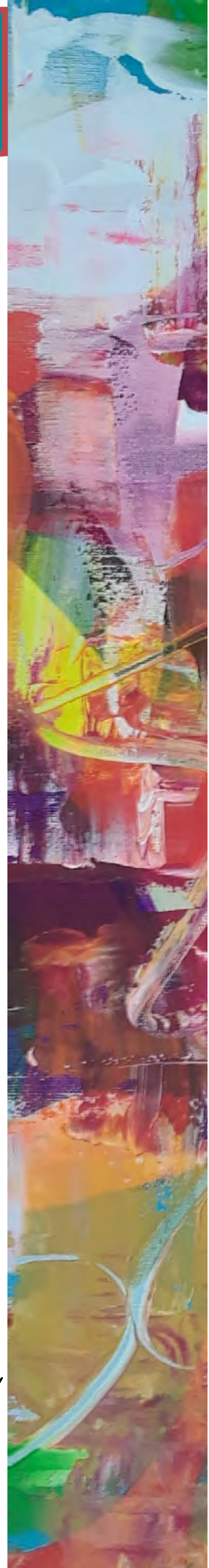
Now, more than ever, we will be counting on our staff, board, volunteers, clients, participants, community supporters, organizational partners and funders to work together through the changes to come. We extend sincere thanks to all who believe in and contribute to our vision of a community that is **healthy and just and supportive of all**.



Tom Baumgartner, Donna Davidson, John Jordan at ribbon cutting and dedication of the "Davidson Room" at LCP

*Tom Baumgartner, Chair of the Board*

*John Jordan, Executive Director*



# Financial Summary

## Fiscal Year 2018-2019

### Summary of Revenues and Expenses

	Mar 31, 2019	Mar 31, 2018
Revenues	15,890,935	14,300,817
Expenses	15,204,444	13,404,123
Excess of Revenues over Expenses	<b>686,492</b>	<b>896,694</b>

### Notes:

1. This year the operations of the organization generated a surplus in revenues over expenditures equivalent to 4% of total revenues. This surplus is added to the organization's reserves.

### What are reserves and why are they important:

Reserves (Unrestricted Assets in the Financial Statements) are essentially the accumulation of unrestricted surpluses and thus available for use at the discretion of an organization.

The presence of a reserve increases an organization's ability to manage risks and to absorb or respond to temporary changes in its environment (source: [www.nonprofitaccountingbasics.org](http://www.nonprofitaccountingbasics.org)).

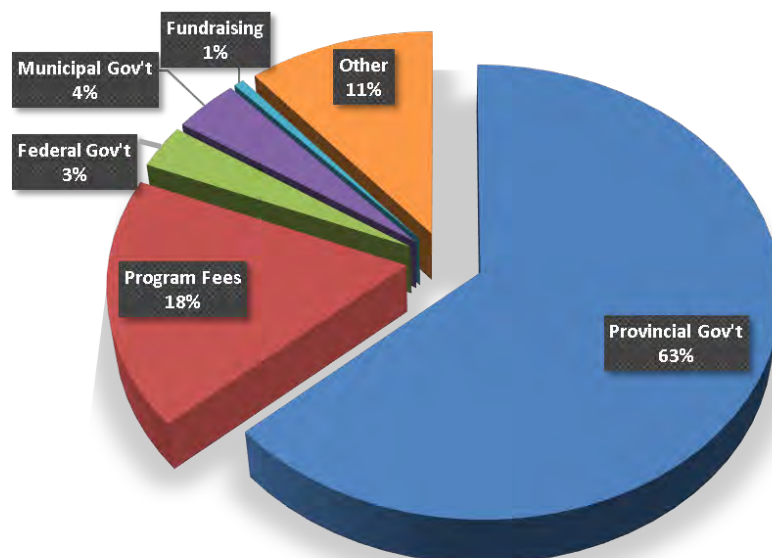
2. The Family Relief program manages individualized client funding on behalf of the client. These funds are tracked separately on an individual basis and are shown in a separate section of the Statement of Operations in the audited financial statements.

### Summary of Financial Position

	Mar 31, 2019	Mar 31, 2018
<b>Assets</b>		
Current Assets	4,316,878	3,865,474
Capital Assets	6,171,476	5,934,868
	<b>10,488,354</b>	<b>9,800,342</b>
<b>Liabilities</b>		
Current Liabilities	2,398,391	2,270,584
Long Term Liabilities	4,714,247	4,840,534
	<b>7,112,638</b>	<b>7,111,118</b>
<b>Net Assets</b>		
Invested in Capital Assets	1,425,242	1,063,289
Unrestricted Assets	1,950,474	1,625,935
	<b>3,375,716</b>	<b>2,689,224</b>

Complete copies of the audited financial statements are available by contacting [info@lrhcs.ca](mailto:info@lrhcs.ca)

## Revenue Sources



# Staff Recognition for Years of Service



Audrey Vansickle, Lanark Community Programs



Maria Hofbauer, Lanark Community Programs



Michelle King Stacey, North Lanark CHC  
Wilma Lee, North Lanark CHC



Amy Vanderspank, Lanark Renfrew Health & Community Services  
Brenda Powers-Ross, Whitewater Bromley CHC  
Joanne Bond, Lanark Community Programs  
June Hall, North Lanark CHC  
Lori Campbell, North Lanark CHC  
Lynn Dempsey Jechel, North Lanark CHC  
Martha Duncan Myers, North Lanark CHC  
Raymond Kamm, Lanark Community Programs  
Tanya Cassell, Lanark Community Programs



Amanda Maloney, Lanark Community Programs  
Cale England, Lanark Community Programs  
Kayla Cassell, Lanark Community Programs  
Michael Shane, Lanark Community Programs  
Morgan Hawn, North Lanark CHC  
Tricia Mackay, Whitewater Bromley CHC



*Congratulations*

## Staff retirements (under 20 years of service):

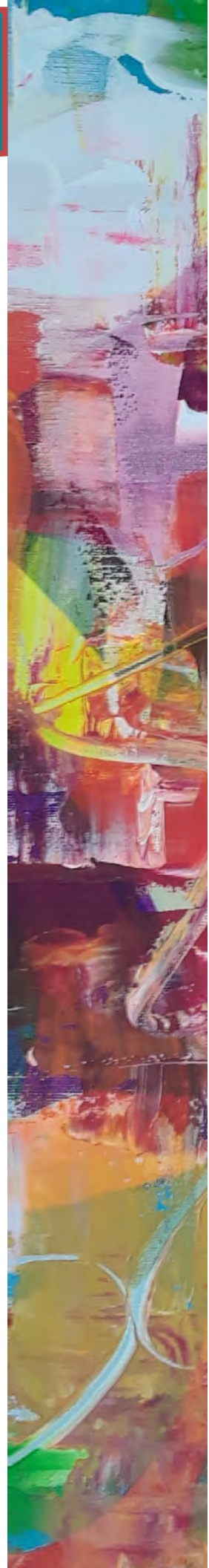
Ian Arnold

Sharon Bullock

Margaret Edwards

Lianne Mohns

Halina Shannan



# Lanark Community Programs

When Doug and Andrea learned that their second child had a 75% chance of having Down Syndrome, Andrea's first response was to "panic". "I went to the local playgroup and asked "What do we do? Do we have to move to the city? I don't want to go to the city!". Jane Paul, the Early Years playgroup facilitator just said "Nope, it's okay. You need to talk to Lanark Community Programs". Jane was absolutely right! We definitely should **not** be in Ottawa. We were in absolutely the best place. Lanark Community Programs was key to our existence – and they have helped us every step of this journey. The support and relationships we developed have taught us what resources there are, what our options are, what we need to know, and how to advocate and ask for what we need".



"At every stage in Helen's development, we have relied on all of the different programs available through LCP – with the exception of Autism and LEIP (Lanark Early Integration Program). We've used Infant and Child Development, Hanen Speech and Language, Tumbling Together and physiotherapy. Helen has also participated in the Therapeutic Riding since she was about 2 ½. She LOVED that. It was amazing to watch her progress and see her successes. We're heavily dependent on Family Relief and the Respite program. It's been pretty key to our existence for the past 7 years. When they go for a couple of nights at a time, they get to have a great sleepover experience, and we get to have a (rare) and good night of sleep. Helen's needs are complex enough that at any time we could be taking Helen to the Hospital. She has nine different doctors, specialists and clinics at the Children's Hospital of Eastern Ontario (CHEO). Neither of us can sleep deeply at home because we're always on alert."

"When the girls are at respite, they're being looked after, and we don't worry. One time they had to stay at the respite house for a week because Andrea was in the hospital. I alternated spending one night with Andrea and one night at home – while trying to juggle my full time work. It was completely impossible for us to give the girls the support they needed. They (respite staff) ran the girls back and forth to school, saw to their homework, their meals and snacks...everything. It amazes me how many miracles the respite team can work. Over the years, they would notice when we were struggling to keep up and then Shari would call and say "I haven't seen the girls for awhile. Can we have them?" "Which is just the most brilliant way of saying "Hey, do you need us to take the girls? It's much easier to say yes to that than to ask for help". So when Shari comes in and says "I want your girls" she's asking us to share them with her. And okay, we can share. We're happy to share them with you!"

" They also find ways to make the money work. I don't know how they fundraise and how they pull it all off. But they do and they make it possible for us to get through life when it gets really messy. I really appreciate how they can work miracles for us. And keep us a little bit saner."



LCP has grown from a staff of five and a budget of \$70,000 in 1979, to a model of excellence in the developmental services community – with eight programs, 72 permanent employees, 200+ contract employees and 150+ registered volunteers. All services are delivered in the client's natural environment in home and community and stress the empowerment of clients, parents and other natural mediators.

# Mental Health Support Project



Vicki has been a mainstay of the Expressions for Women peer support group for the past 9 or 10 years. "This group is the most wonderful, helpful group. We get together once a week and do art together. The art comes in various shapes and sizes and people can use different mediums....Sometimes we are so inspired by each other and by what someone else is doing that we try their ideas and techniques – and then it turns out completely different, but beautiful. It's also a support group for people who need a positive and helpful ear. Some of us have been coming to Expressions for a long time, but the core group of people keeps growing, and changing the way we do in life. Everyone is so so supportive, and we have a lot of fun - you can hear the laughter in the room – and it's okay to cry too, because sometimes things are hard."

Jackie says that Expressions "...

saved my life. Before, I didn't leave my house. I really didn't go anywhere. This group has helped me come out of that and just come back to a positive life.... It was actually my doctor here who said to me, "Have you checked out the art group?" Here I am - 7 years later, and I love it! I never picked up a paintbrush in my life, and when I got here I thought, "oh okay, so now I am supposed to paint!" "But it just isn't about the painting. It's the peers, the friends we have here, and the support that goes such a long way. I really miss it when I'm not here".

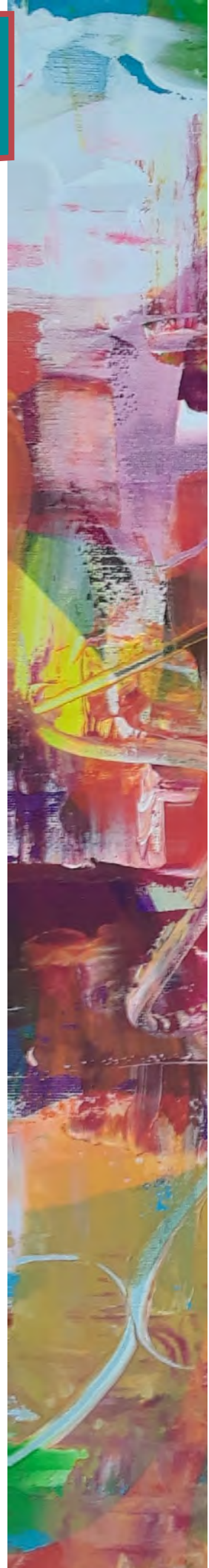


"You might come in here with a frown on your face and had to kick your butt to get out of the house - but then you leave with a smile and a laugh and you're in much better humour and it's just the best".



The Mental Health Support Project (MHSP) and its drop-in facility (The LINK) in Smiths Falls is one of approximately 50 Consumer Survivor Initiatives (CSIs) in Ontario. It is a membership driven peer-support program for individuals in Lanark County who struggle with less-than-optimal mental health. MHSP is founded on the belief that individuals can and do recover from mental illness and can lead rich, fulfilling and satisfying lives. MHSP is recovery oriented and inspires individuals to self-determine their own recovery process.

Weekly peer support groups and social recreation reduce isolation caused by the negative impacts of stereotyping and stigma, from the mental illness itself, and from our rural geography. MHSP provides a safe place where people can develop an increased sense of hope, self-awareness and insight, as well as empathy for others. People can build supportive friendships with others who have shared (and unique) experiences in relation to mental illness



# North Lanark CHC



Twice weekly "Fit-for-Life - Balance" and "Fit-for-Life - Gentle" exercise classes for seniors are funded by the Champlain LHIN. The NLCHC coordinates the delivery of 39 falls prevention programs – serving close to 600 seniors — across Renfrew and Lanark Counties.

Anne, a retired educator, describes the Fit-for-Life group as "just a pleasure to belong to. Besides being really good for us, it is a lot of fun. And it's certainly good to meet other people who come to the Health Centre. It was recommended to me by the Nurse and Dietitian."

"Through this program, I've found that the whole body is improved by what we do here. Things that I found really hard to do, like opening jars, have become much easier because we do exercises with weights that strengthen your wrists and so-on. It's really a wonderful program, and just a blessing for us to have it here in Lanark. We're really lucky to have this Health Centre".



Sam, a retired Minister, has lived in Lanark Village for 35 years. "I learned about the falls prevention program a few years ago, and started coming – it's definitely a step-up in exercise for me. I'm 86 years old. My joints and all were not working right, but now it's much much better. And the fellowship and the joy of being in community is good for the mind and body and soul".

Stan "...suffered a concussion from a fall about 4 years ago—and one of the side effects from the concussion was vertigo. From then on, I was unsteady on my feet. This program has helped me strengthen my ankles and get my sense of balance back. I still can't stand on one leg for long, but I'm getting better. I also find that I don't have any problem with the joints in my body because the exercises keep me flexible from my neck to my toes. This program is ***a lot of fun***, and you get to know people in the community in a way that you couldn't otherwise possibly do. It's a really good program!"



Established in 1992, the North Lanark Community Health Centre in Lanark Village is the source of primary care and health promotion programs for thousands of people in north Lanark. Many of our programs and services reach across Lanark County. All our programs are free and all members of the community are welcome!

NLCHC also serves as the governance and corporate services hub for our umbrella organization, Lanark Renfrew Health & Community Services.



# Whitewater Bromley CHC



When community members from Beachburg and Cobden were asked about the importance of the Whitewater Bromley Community Health Centre and their sense of belonging to the community, it's clear how linked they are. Many thanks to Megan, Debbie, Connie, Allen, Sandy and Nick for contribution to these conversations.

"This Community Health Centre is very very important to me. In a rural community such as ours, I think it creates a central point where people can receive the services and health care that they need. Because it's local, we don't have to drive too far and the health care is more personal".

"This centre creates opportunities for people to become more active and to get involved in the community and with the different programs they offer. It helps us get to know people who share similar interests such as health or fitness. It even helps us get to know our immediate neighbours".

"Even when you just walk into the waiting room of the Health Centre, there are lots of people using the service and even that creates a sense of community".

"The more we know about personal health issues and personal wellness, the better. Then we can take the initiative ourselves. The staff provide some of the tools to do that".

"I would say my connection to the community is somewhat strong, but I've been away for a few years and would like to get more connected. I would like to get to know different people and be involved in different things. Being involved in my community is very important to me, and I think the Health Centre helps me do that".

"This Community Health Centre has been a lifeline for me. I have diabetes so I have to get checked regularly. It's important to have a local place to go. I see a Nurse Practitioner and my husband sees a family doctor. There are many programs that I can participate in and I've met many people through the Health Centre".

"I've broadened my interests and involvement in the community because of the Health Centre. I never would have thought I could have become a senior's fitness health instructor. And I absolutely love it!"

"The people here are very very good. Right tops! And this is just a beautiful place to live".

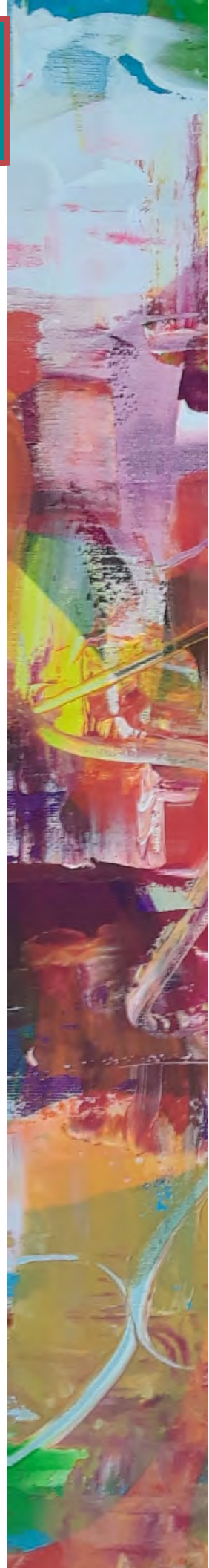
"My husband goes to a support group for people with Alzheimer's. The group is open and make us feel comfortable. We've had a lot of support to cope with the changes in his life".

"The Centre is bright, cheery, and clean. Now I really feel I belong in the community because I can walk down the street and somebody always says "Hi, how are you?" I lived in the city before for seven years, and I couldn't wait to get back here. I feel like I totally belong in this community and I imagine this is where I'll be for the rest of my years".

"For the longest time I didn't know a lot of people. They just knew me because of my grandparents and they would always wave at me. But since then, I've gotten to know them, and it's good. Feeling like I belong has helped me cope with my depression. Knowing that I was supported by enough people around me in the area - it really did help".



Since its establishment in 2000, as an "Under-Serviced Area Nurse Practitioner program" and then receiving Community Health Centre satellite funding in 2005, the Whitewater Bromley Community Health Centre (WBCHC) has grown to support the community it serves. The interdisciplinary health team provides primary health care and health promotion across the life span - from newborns and new parents to seniors with multiple and persistent health conditions.



# Retirements ~

Donna, Sandra and Heather are all heading into retirement after each contributing 40 years in service to Lanark Community Programs.

Donna Davidson has been one of the most innovative, tireless, creative and enigmatic leaders in the developmental services sector. From a humble start 40 years ago, LCP started with 5 staff, a budget of \$70,000 and two programs (Speech Language and Behaviour Modification). Over the years, she has taken disparate program and funding envelopes to create a cohesive and comprehensive menu of options to serve the most vulnerable members in our community – those who have developmental, physical and/or economic limitations. Today, over 4000 clients are seen annually, LCP employs 72 permanent staff, 200+ contract staff, a budget of \$7 million, and eight mature programs.

Donna's forward-thinking and visionary leadership used lessons from the past to inform directions for the future. When she felt that LCP programs and services might be at risk with changes occurring in their governing body, Donna looked for a new governance partner. Ultimately, this led to the creation of LRHCS as we know it today. Donna's tireless (some might say relentless) seizure of every opportunity to advocate for clients and for the sector, to access more resources for direct client service, to speak out and up for rural communities, and to make things easier or better for the most vulnerable, is well-known. When LCP adopted the Community Volunteer Income Tax Program, it was because it presented an opportunity to ensure that low and fixed income individuals and families have access to all of the tax benefits they are entitled to. This year, the program under LCP sponsorship, over 2000 people were served.

Sandra Angell was the first employee hired by Donna in 1979, 5 days after Donna herself was hired. Her early years as Office Administrator at Lanark Community Programs (think rotary dial telephones and gestetner copies, 2-3 staff members and 1 program), bore little resemblance to her role as Assistant to the Agency Director/Office Manager (think cell phones, email, SharePoint, PowerPoint, video-conferencing, that she closed her career with.

Sandy's support and leadership roles also grew concurrently with the growth of LCP and the integration with LRHCS. She served as inaugural co-chair of our Joint Health and Safety Committee, was an active member of the Accessibility committee, subbed-in for Donna at a variety of policy development and operations meetings, and served as Staff Resource for the Planning and Review Committee. Her hard work and leadership with community groups provided great benefits to LCP families. She was one of the founders of the Lanark County Transportation Association (now called Lanark Transportation Association), served on the Board of Lanark Children's Haven, obtained her bus driving license so she could drive campers, and sat on the Board of Director's for Lanark Community Transit, a daily commuter bus between Lanark County and Ottawa.



Donna Davidson



Donna & Sandy



Sandra Angell

# 20 Years+ Lifetime of Service



Heather Ballinger

Heather Ballinger started out as a caterer with LCP, then picked up a contract to create a toy lending library, and finally, with funding approval in 1984, became the Coordinator of the Behaviour Program. Coordination of the Autism IBI and then ABA programs (the first in Ontario) was added to her duties. Eventually, 27 staff were under her direction. It's a testament to Heather's people and organizational skills that there was never an unfilled position in any of her programs.

Heather also served on several Boards, including Community Living, Lanark Children's Haven and Interval House. The Lanark County Women's Fair benefited from Heather's involvement and coordination for over 25 years.

After 40 years together, the rich partnership in the Donna-Sandy-Heather team is evident to all in the Organization. Between them, they brought visionary leadership, imagination, heart, compassion, a sense of humour, and a rock-solid commitment to serving the most vulnerable members of our community with dignity.

Thank-you for your outstanding lifetime contributions to LCP and to the County.

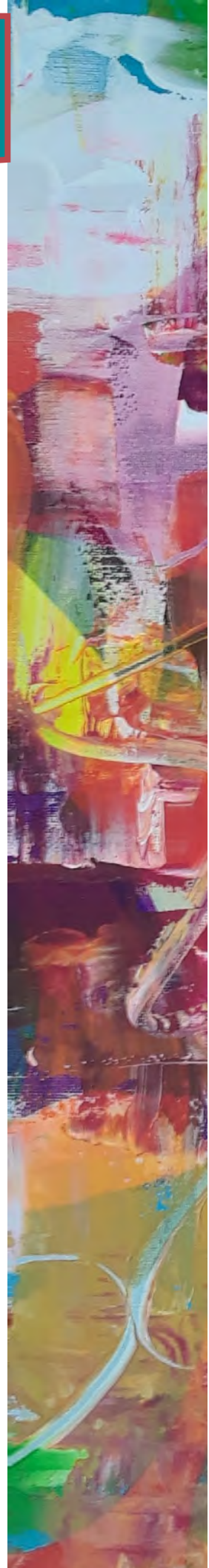


Diana Dobbie

After 24 years of service and tens of thousands of phone calls on the NLCHC reception desk, Diana Dobbie is retiring to spend more time with her children and grandchildren. Ever the positive, upbeat, and smiling force in the front office, Diana will be missed for her dedication to our clients and the care and compassion she gives them. Diana has a strong work ethic and has been willing to take on any task asked of her – including the transition from paper charts to electronic medical records (EMR), and the transition from one EMR to another ... and then another! She has always approached tasks (large and small) with an abundance of good humour. Her skills and expertise in instrument sterilization has been noted in our various accreditation reviews. Diana's commitment extends well beyond the North Lanark CHC and into the community.

We wish you all the best and congratulate you on a very successful career!

*Thanks for everything you have done for your colleagues and the organization. Decades of hard work have finally culminated into a beautiful feeling called retirement.*



# Lanark Renfrew Health & Community Services

## Board of Directors

Tom Baumgartner, Chair

Fay Bennett, Vice Chair

Stephen Bird, Past Chair

Warren McMeekin, Secretary/Treasurer

Gwen Bennett

Andrea Brett

Wayne Church

Barbara Drake

Bill Janes

Bonny Johnson

Kim O'Connor

Linda Russell

Joseph Trimm

Tracy Zander

### Board Recognition

Stephen Bird	completed 7 years (2 terms plus past chair)
Tom Baumgartner	completed 6 years (2 terms)
Tracy Zander	completed 3 years (1 term)
Wayne Church	completed 1 year

#### Our Vision . . .

A community that is healthy and just and supportive of all

#### Our Mission . . .

together we support people and communities in achieving and maintaining their best possible health and social well-being.

#### Our Strategic Directions 2017~2022

##### We will . . .

- Maintain and further develop excellence in meeting health and community needs;
- Provide leadership and work towards equity to sustain and build the health and well-being of our rural communities;
- Promote engagement and well-being of staff and volunteers to strengthen our organization