

# Annual Review

## 2012-13

### Message From the Chair

Last year was the first full year in our three-year plan to implement our new strategic initiatives. The plan focuses on the development of new services, especially geriatrics, on redevelopment of our facility, on maintaining financial sustainability, and on building succession and increased capacity in management. I am pleased to report that progress on the plan has surpassed expectations and, as a result, the Board will begin the process to update our strategy in 2014, a year earlier than anticipated.

The 2012-13 fiscal year was also the first full year under our new Chief Executive Officer, Mitchell Temkin. With his leadership, and with the support of management and staff, considerable advances have been made in every area of our operations.

Financially, the year was positive, ending on budget and with a small surplus. Two factors contributed to this: growth in successful grant fundraising and expansion of our client base. We sincerely appreciate our community funders for their strong support of new projects, and also our management team, which has worked hard on many new programs with encouraging results.

The Garth Homer Society has a new auditor this year. We welcome Hayes Stewart Little and Company to the Garth Homer family. Their fresh perspective will bring new insight to our financial operations. We look forward to working with them in the years ahead.

One of the most gratifying developments of the year was the enhancement of our working relationship with

Community Living British Columbia. CLBC is our primary funder and, despite stresses in the fiscal and policy environments, we have collaborated with them in a collegial, professional manner and made significant steps towards achieving our community vision.

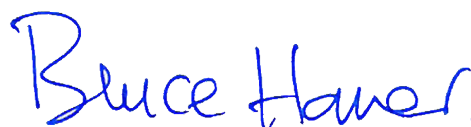
On the governance side, we have made a concerted effort to update Board policies, review our procedures, and improve our risk management guidelines. We are now looking optimistically to our future, and concentrating on long-term sustainability, community relevance, and client well being. These three integrated elements are essential to the success of the Garth Homer Society.

The Garth Homer Foundation successfully expanded its individual fundraising this year and has generously supported the Society. We have worked closely with them to explore opportunities for the redevelopment of the Garth Homer Centre.

On a personal note, I would like to acknowledge and thank our Board of Directors for their diligence and perseverance over the past year. They are a dedicated group who bring intelligence, skill, plain common sense and good humour to the table. It's a privilege to work with them.

Respectfully submitted,

Bruce Homer



## Message from the CEO

Though 2012-13 was in most respects an extremely busy and productive year for management, our primary focus was on the reorganization and expansion of services.

Our first priority was to expand our capacity to deliver geriatric day services in order to meet rapidly increasing demand. In May, with generous multi-year funding support from the United Way of Greater Victoria, we were able to hire Phemie Guttin as our first ever Director of Geriatric Services. Phemie, an RN with extensive experience in geriatrics, has primary responsibility for the delivery and development of our two geriatric programs, Pals and Pearls, the latter serving individuals with dementia. Since Phemie's arrival we have:

- built a new "quiet room" to help our clients manage anxiety
- installed alarms on key doorways to help manage wandering without having to restrict the movements of clients inside the facility
- provided dementia training for all geriatrics staff
- begun to implement baseline cognitive assessments for all geriatrics clients
- run community workshops on dementia and grief management
- raised funds and begun planning for improved toileting facilities
- run a pilot initiative to expand program capacity by using of a credentialed personal care assistant to help with personal care and health issues.

For my own part, I continued to participate throughout the year on CLBC's Geriatric Advisory Committee.

Other programs were almost as busy as geriatrics. In our social life skills and community inclusion programs (Starr, Dreams, Discovery, CAT, and ArtWorks) we started to reorganize in order to increase our capacity to accommodate higher needs clients, and those with multiple disabilities and complicating health issues. The biggest change was a swap of program spaces between the Dreams and CAT teams. This complex, staff-initiated and staff-delivered project has substantially increased our ability to include clients in wheel chairs and those with very high support needs in our programs. I would like to thank all those involved for an exemplary effort in what is just the first project in long-term plan to expand capacity.

In 2012-13, we also qualified with CLBC as a host agency to assist families receiving individualized funding to procure and manage social life skills and community inclusion services.

Our supported employment services also went through a significant transformation in the past year. We restructured the team around new employees with more specific skills and experience in job coaching and job development. This has led to better placement rates and improved job retention. The team has also implemented a new process to assess the employment needs and readiness of all new clients, which has substantially increased the quality and appropriateness of job placements.

Other developments in supported employment involved qualifying as a provider for CLBC's Personal Supports Initiative, through which we deliver outreach and employment services to young adults with autism and fetal alcohol syndrome. Last year with funding from Coast Capital and the Telus Community Board, we also launched a pilot program with Oak Bay High School to provide pre-graduation employment internships to students with special needs. Funded by Coast Capital and the Telus Victoria Community Board, the goal of this program is to better preparing young people for the transition from high school to adult services.

Finally, I must mention that with support from the Garth Homer Foundation, we began to experiment with iPads for client use. The devices were enthusiastically received in all programs and demand for them is high. It is early days yet, but so far they show great promise for independent learning, behaviour management, recreation, and social inclusion. In these regards, they continue the great work that has been ongoing in our Computer Resource Centre for the last eighteen years.

Mitchell Temkin



# Financial Report

We are pleased to report that the Garth Homer Society's fiscal year ending March 31, 2013 concluded positively and on budget. Revenue grew by more than \$610,000 over the previous fiscal year, from approximately \$3.2 million to more than \$3.8 million. After adjustments for some timing issues in grants from the Garth Homer Foundation, the year concluded with a surplus of revenue over expenditures of approximately \$50,000. This surplus is welcome after the small deficit in 2011-2012.

The growth in revenue was due primarily to three factors. First, we were fortunate and appreciative to have received a substantial and unexpected legacy gift from the estate of Mr. Ron Reid of Victoria. (The next time you are in the Garth Homer Centre, please take time to view the painting that has been hung in the foyer in recognition of his gift.) We have transferred this gift in its entirety to the endowment at the Garth Homer Foundation. This ensures that our year-end results accurately represent the financial state of our operations for the fiscal year, and have not been inflated through the incorporation of this unexpected income.

Second, we experienced a substantial increase in grants from community funders for special projects and services. We would like to commend and thank Victoria's community grant-makers for their ongoing support of our efforts to provide innovative services.

Finally, towards the end of the fiscal year, we began to experience some welcome growth in our contracts with Community Living British Columbia. Despite an increase in funding from CLBC, the CLBC portion of our total revenue declined from 74 percent in 2011-12 to 68 percent in the 2012-13 fiscal year. This is an encouraging trend as we continue efforts to diversify our revenue sources and reduce our dependence on provincial grants.

On the cost side, our numbers came in very much as projected in our budget. Many of our costs are fixed. Nonetheless, we appreciate the efforts of staff who held down costs on discretionary items, contributing greatly to a successful year. As always, the majority of our operating costs, more than 73 percent, are for salaries and benefits, which remains unchanged from the year before. Our second most significant operational cost is for the rent and maintenance of our facility.

We are pleased to have made progress towards greater financial sustainability during the 2012-13 fiscal year, and we look forward to further improvements in the current year.

# Our Funders

The success of GHS programs and services relies on the continuing support of our funders and donors. Thank you to all our funders and donors who have made a difference this year.

## Community Living British Columbia

### All of our Individual Donors

### The Garth Homer Foundation

## Our Community Funders

- United Way of Greater Victoria
- Victoria Foundation
- Vancouver Foundation
- Telus Victoria Community Board
- Coast Capital Community Investment Fund
- Gaming Branch of the Ministry of Public Safety and Solicitor General
- Knights of Pythias
- IBM
- Vancity Community Foundation
- Canada Mortgage and Housing Corporation

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