



OCSCA

Ontario Community
Support Association

United in our commitment to care

LHIN	# OF
LHIN 1 - Erie St. Clair	14
LHIN 2 - South West	22
LHIN 3 - Waterloo Wellington	5
LHIN 4 - Hamilton Niagara Haldimand Brant	22
LHIN 5 - Central West	8
LHIN 6 - Mississauga Halton	16
LHIN 7 - Toronto Central	23
LHIN 8 - Central	16
LHIN 9 - Central East	13
LHIN 10 - South East	14

AGE BRACKET	# OF RESPONSES
16-19	3
20-29	1024
30-39	1601
40-49	2128
50-59	2008
60-69	930
70-79	73
80+	

The Community Support Service Health Human Resource Report 2010 Salary Survey

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1. OVERVIEW OF THE CSS SURVEY

1.1 CSS Industry

Community Support Services are defined as services which help clients to maintain their safety and independence while living at home. Services are delivered either in home or in different locations around local communities. Organizations receiving government funding that provide these services are non-profit corporations.

Community support agencies provide many in-home and community-based services to people who cannot function independently because of a disability, illness, or other limitations due to aging, mental health, or addictions.

There are hundreds of community support services providers in Ontario (not including the 150 Elderly Person Centres) who receive funding from the Local Health Integration Networks (LHINs). According to the Ontario Community Support Association (OCSA) historical data, these agencies have an estimated workforce of 25,000 staff and 100,000 volunteers.

Until now, there has been very little consolidated HHR data on regulated and non-regulated workers in the community support sector in Ontario. In addition, there has been no reliable consolidated data on the amount and nature of volunteer services provided by the agencies within the sector.

Based on the latest information from the Ministry of Health and Long Term Care Management Information System (MIS) Data and OCSA data, we conclude the numbers as follows:

Community Support Services Sector

- # CSS providers (funded locations or total number of CSS LHIN accountability agreements): 688
- # OCSA Members (funded locations including multiple sites and satellites): 541
- # OCSA Members by corporate entity only: 292
- % of CSS providers that are OCSA members: 79%

There are many CSS organizations that have multiple locations. This has created confusion about the total actual number of agencies in the province. CSS agencies may not have more than one service agreement with one local LHIN, but could have multiple service agreements, if the agency has multiple locations across the province. For example, March of Dimes is a large provincial organization, which provides service in 13 of 14 LHINs. If March of Dimes has 13 accountability agreements, they are counted as 13 funded locations but in actuality, they are one agency.

There are 40 different services that receive Ministry of Health funding through the LHINs, which then flow funding dollars to providers. CSS services are available in varying degrees in each of the 14 LHINs. The delivery of these services is provided through approximately 14 different positions within each organization. These services and positions are outlined in Appendices C and D.

1.2. Survey Sample Size

The intent of the survey was to reach the entire population of the Community Support Agencies in order to support system planning at a LHIN level. A list of all 688 CSS vendor numbers from the MOHLTC MIS Division, which are funded via the Local Health Integration Networks (LHINs), was used to reach every service provider of community support services in the province.

All 600+ service delivery sites were contacted and sent the HHR survey, hence the survey reached out to 100% of our survey target population.

There are CSS agencies with multiple vendor numbers, which makes the community support sector appear bigger than it actually is. Whenever possible, to avoid double counting and duplication, multi-service agencies were asked to submit data for all branches at once.

HR and volunteer data was voluntarily collected from CSS agencies who wished to participate in the survey. Information was requested for all employees (regulated and non-regulated) and volunteers based on 2009 fiscal year end, aggregated for analysis and did not include information that would uniquely identify a person.

1. OVERVIEW OF THE CSS SURVEY

1.3. Survey Response

1.3.1. Facts and Figures

Below are a list of facts and figures of the survey, and its coverage of the Community Support Sector in Ontario.

LHIN Response

All 14 LHINs were represented in the HHR Survey. Since 100% of the population was sent the survey, there was communication to all LHINs.

The following is a listing of the 14 LHINs and the number of responses to the survey in each LHIN, out of a total of 208 Agency responses:

LHIN	# OF AGENCIES
LHIN 1 - Erie St. Clair	14
LHIN 2 - South West	22
LHIN 3 - Waterloo Wellington	5
LHIN 4 - Hamilton Niagara Haldimand Brant	22
LHIN 5 - Central West	8
LHIN 6 - Mississauga Halton	16
LHIN 7 - Toronto Central	23
LHIN 8 - Central	16
LHIN 9 - Central East	13
LHIN 10 - South East	16
LHIN 11 - Champlain	19
LHIN 12 - North Simcoe Muskoka	9
LHIN 13 - North East	18
LHIN 14 - North West	7
TOTAL	208

Table 1-1 LHIN Responses

Budget Response

The survey further delineated each agency/agreement by budget size to properly compare the responses of similar organizations. Agencies were asked to report only on CSS programs funded by

the Local Health Integration Networks. Below are the categories and the number of responses in each category, for a total of 208 Agency responses:

BUDGET CATEGORY	# OF AGENCIES IN CATEGORY
< \$250K	43
\$250-\$500K	37
\$500K-\$1M	42
\$1M-\$5M	71
\$5M-\$10M	15
TOTAL	208

Table 1-2 Budget Category Responses

Role Breakdown Response

There are many different positions and titles in the industry. However, to simplify categorization, and to align like-roles, 14 distinct positions were defined for this survey. Definitions of each

position were provided to each respondent in order to properly complete the survey. The positions and their respective responses are as follows, out of a total response of 7906 employees:

CATEGORY	# OF EMPLOYEES IN CATEGORY
Attendant Care worker	1979
Chief Executive Officer/Executive Director	126
Direct Service worker (Community Services)	1073
Direct Service worker (non-PSW, In-home)	702
Field Supervisor	79
Health Promotion/Resource Education Consultant	55
Personal Support Worker (PSW)	2231
Program Director/Manager	318

1. OVERVIEW OF THE CSS SURVEY

Role Breakdown Response (cont'd)

CATEGORY	# OF EMPLOYEES IN CATEGORY
Registered Nurse (RN)	80
Registered Practical Nurse (RPN)	70
Service Coordinator	638
Supervisor	297
Therapist (OT, PT, ST, SW, PSYCHOLOGY)	35
Volunteer Coordinator	83
Uncategorized/Did Not Answer	140
TOTAL	7906

Table 1-3 Role Breakdown Responses

Employee Gender Response

The HHR Survey also sought to distinguish employee salaries based on demographic information such as gender. Gender

is simply defined as Male and Female, with a non-response as “N/A”. Below is their representation from the results of the survey.

GENDER	# OF RESPONSES
Female	6974
Male	892
N/A	40
TOTAL	7906

Table 1-4 Employee Gender Responses

Employee Age Response

The HHR Survey also sought to distinguish employee salaries based on demographic information such as age.

Age is categorized in the following groups. Below is their representation from the results of the survey.

AGE BRACKET	# OF RESPONSES
16-19	3
20-29	1024
30-39	1601
40-49	2128
50-59	2008
60-69	930
70-79	73
80+	9
NOT INDICATED	130
TOTAL	7906

Table 1-5 Employee Age Bracket Responses

Volunteer Gender and Age Breakdown

The HHR Survey also sought to distinguish volunteers based on demographic information such as gender. Gender is simply defined as Male and Female, with a non-response as “N/A”:

GENDER	# OF RESPONSES
Female	22,139
Male	11,948
N/A	58
TOTAL	34,145

Table 1-6 Volunteer Gender Breakdown Responses

1. OVERVIEW OF THE CSS SURVEY

Volunteer Age Response

The HHR Survey also sought to distinguish volunteers based on demographic information such as age. Age is categorized in the

following groups. Below is their representation from the results of the survey.

AGE BRACKET	# OF RESPONSES
16-19	2,234
20-29	647
30-39	685
40-49	1,184
50-59	2,334
60-69	5,176
70-79	5,842
80+	2,277
NOT INDICATED	13,766
TOTAL:	34,145

Table 1-7 Volunteer Age Bracket Responses

Services Included

There are 40 separate CSS services which have MOHLTC billing codes. The MOHLTC definitions were used to categorize which services are provided by which agency, and by which

employees and volunteers. Each employee or volunteer can be associated with one or more services. The services categories are available in Appendix D.

1.4. Collection and Verification Process + Confidentiality

The collection, verification, and storage of all information collected is of paramount importance due to the confidential nature of the information.

The strategy for information protection focused on the 3 primary stages of the survey process. Below is a high-level outline of the methods put in place to ensure data protection in each of the stages:

Collection stage

- A secure web portal was built (Sharepoint) to disseminate the HHR survey, which was userid/password protected.
- An audit service was initiated on the secure portal to monitor all access activities.
- 1 representative from each organization was provided access to the HHR survey, primarily the HR Director or a similar representative. Only this person could upload their response on the same secured web portal.
- This secure web portal was hosted at a secure location at a 3rd party location (not at OCSA).
- Salary information does not contain any names or birthdates to identify any individuals.

Verification stage

- Upon receipt of information, only 1 person manually verified the data for accuracy. Responses were not shared or distributed in any way, but remained within the secure portal.

Analysis and Storage stage

- The responses were aggregated together by a 3rd party prior to data analysis, hence individual persons or organizations cannot be determined.
- The analysis results are based on a minimum 5 responses in each specific area, in order to protect the identities of the respondents.
- The raw data is stored in the secure portal database and only the analysis (charts/tables/graphs) is released.
- Continued access to aggregated information is limited to the project team. Any information that enables the identification of persons or organizations will not be released.

Below is a high-level swimlane diagram of the overall process:

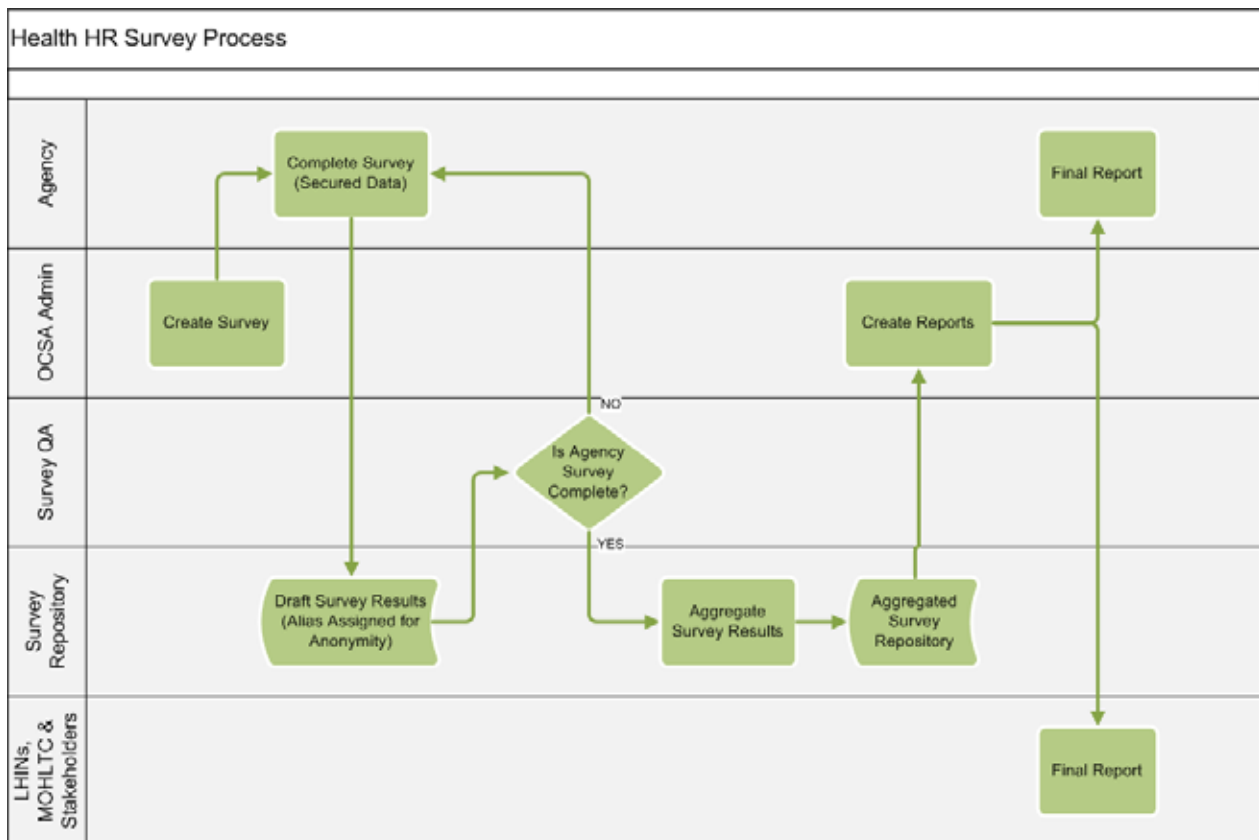


Table 1-8 HHR Survey Process

1. OVERVIEW OF THE CSS SURVEY

To better understand the context of the information collected in the CSS HR Report for 2010, OCSA conducted a member survey in May 2010 to collect additional information related to CSS agencies recruitment and retention situations for paid and unpaid staff resources. 144 agencies responded. The results of that survey are reflected in the observations and considerations sections of the individual reports within this document.

1.5. Survey System

A secure survey system was built for the collection, aggregation, analysis, and dissemination of information. The Microsoft .NET platform was used, including such technologies as SQL server, Sharepoint Portal, and SQL Reporting Services.

Using 1 technology platform enables tight integration from start to finish, and thus produces a final product that is flexible, secure, data integral, and also reusable for future or similar projects.

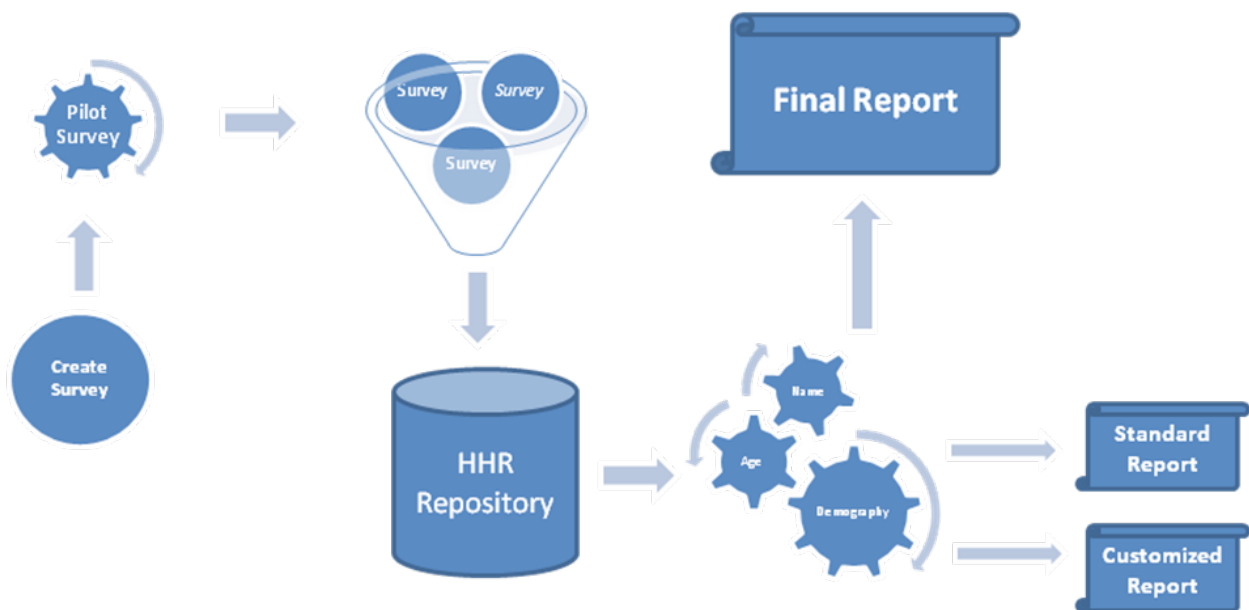


Table 1-9 Survey Repository System

1.6. Statistical Accuracy

The statistical accuracy of the survey results is 95% +/- 7.5%. This level is based on 2 primary factors: Sample Size and Response Rate.

Sample Size: In most surveys, a particular sample population is chosen that properly represents the overall population. However in this survey, we have invited the entire population of approximately 600 agencies to participate. Therefore, our sample group equals the entire population, and thus eliminates any variances caused by misrepresentation of the population. The inherent population variances are also limited due to the nature of this survey because all respondents are in the same sector, have the same roles, are funded the same way, and the delivery area is within Ontario. The homogeneous nature of our survey respondents and the invitation to the entire population, greatly enhances the survey confidence level and accuracy.

Response Rate: Our response rate was 34%. Considering the homogeneous nature of the respondents, and having the Sample Size = the Population, the response rate is considered very positive. As a result, the response rate is 34% of the entire possible population.

The statistical accuracy is based on the following chart in which we have 34% of the Population Responding (Vertical axis) with a population of approximately 600 agencies (Horizontal axis). The intersection of a 34% response rate and a population size of 600 lie between the accuracy lines of 95% +/- 5%, and 95% +/- 10%, hence our results have a statistical accuracy of 95% +/- 7.5%.

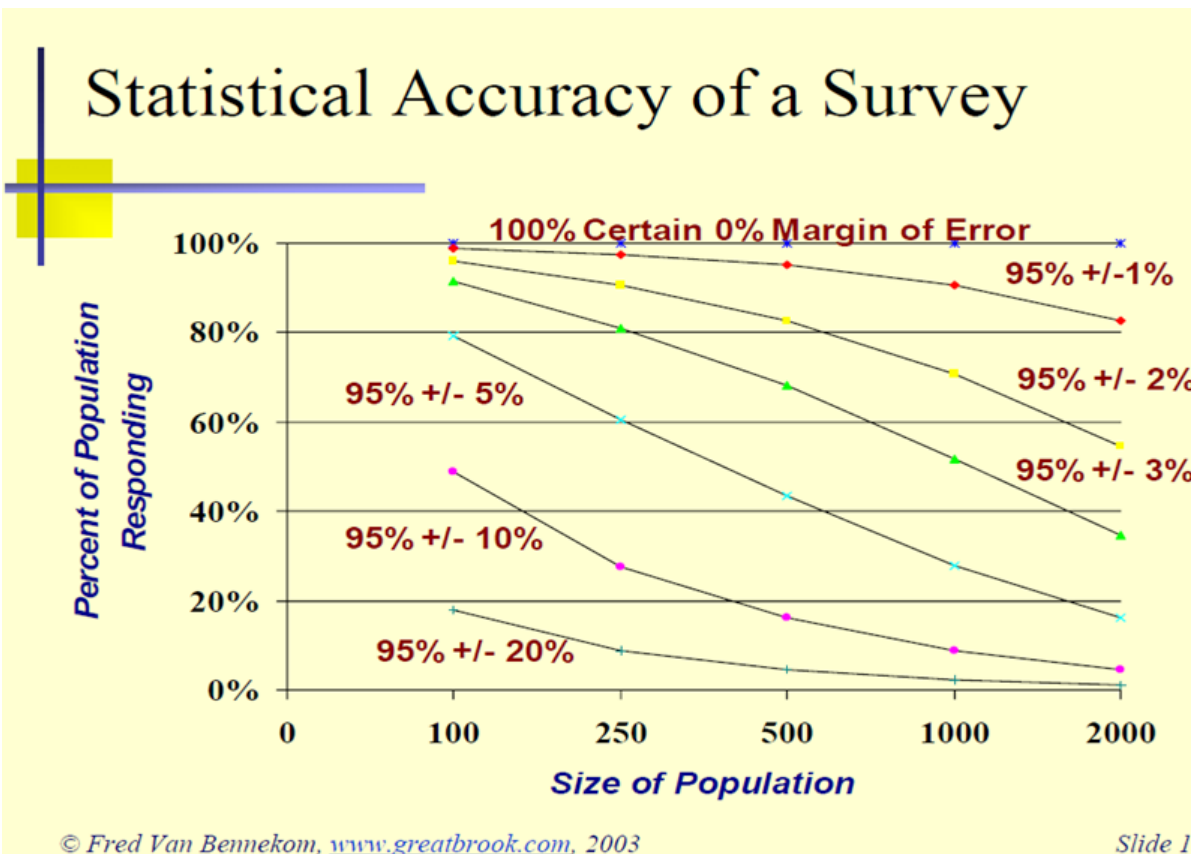


Table 1-10 Statistical Accuracy

1. OVERVIEW OF THE CSS SURVEY

1.7. Standard Deviation of Results

Our HHR Survey analytics utilize 2 standard deviations for analysis in most cases, and where applicable. One Standard Deviation takes into account 68.27% of the results centered around the Median value, whereas Two Standard Deviations encompass 95.45% of the results around the Median. In using the results within 2 Standard Deviations, we can eliminate outliers that may skew certain averages and minimum/maximum values. Within each table there are numeric responses. Should a data

set within a table show as “0”, it means there was no response provided in that category.

This is extremely crucial when analyzing salaries in which there may be extreme outliers on either the high end or low end of the salary range, hence causing confusion and misinterpretation.

Each chart or graph indicates whether the results have utilized 1, 2, or no Standard Deviations.

1.8. Explanation of Typical Charts and Graphs

Each Chart or Graph is accompanied by a table which qualifies the data included/excluded, a general description, interpretation of results, and a list of caveats to consider for proper interpretation.

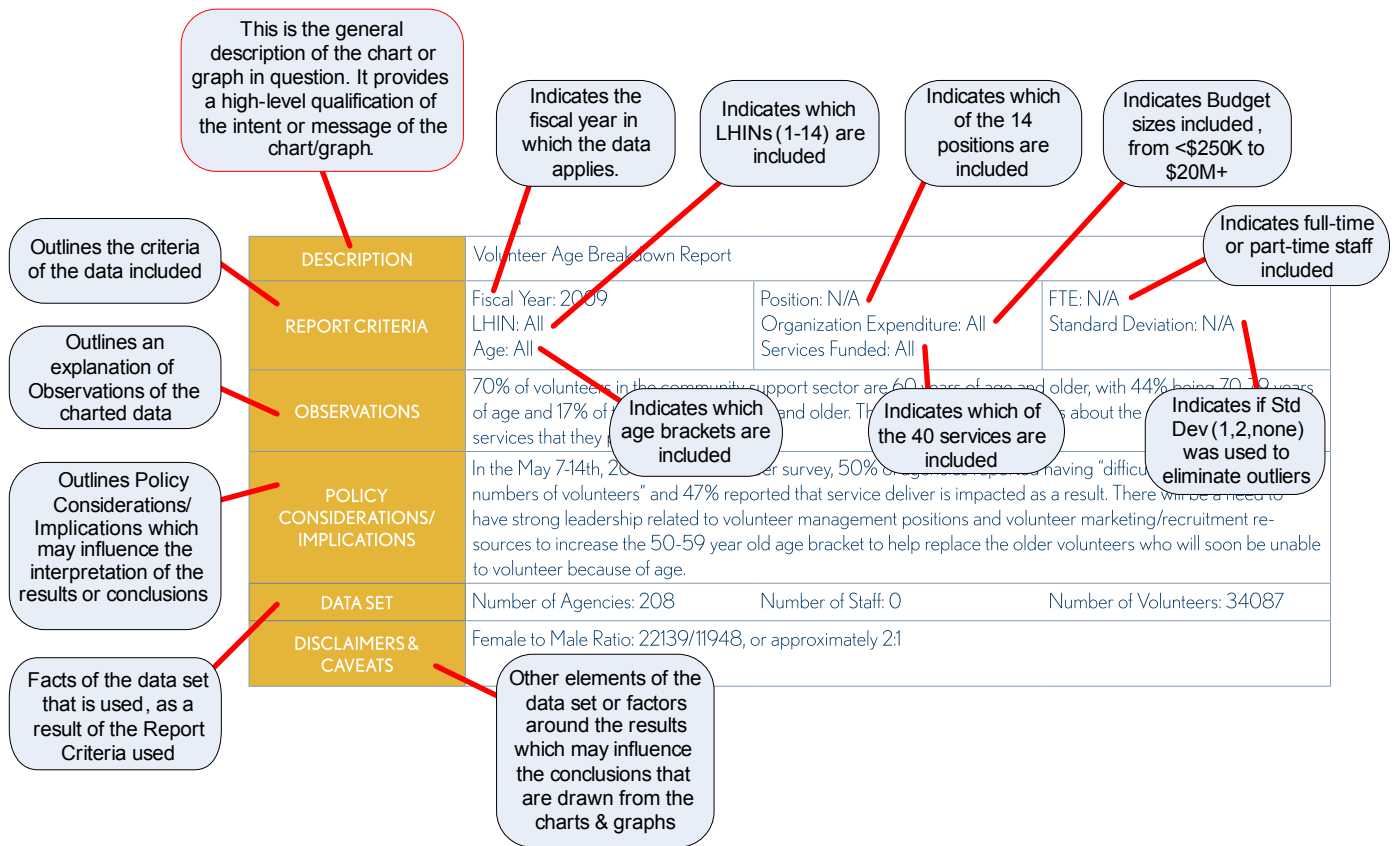


Table 1-11 Chart Explanation Sample

2. Executive Overview - CSS Survey Results Paid Staff

This report contains the findings of a comprehensive survey funded by the Ministry of Health and Long-Term Care (MOHLTC) launched by the Ontario Community Support Association (OCSA) (www.ocsa.on.ca) in 2009 to analyze health human resources in the community support service sector in Ontario. The results will ultimately benefit seniors and persons with disabilities or chronic health issues who every day receive critically important services such as attendant services, home help, personal support, transportation to medical appointments, Alzheimer day programs and assisted living in supportive housing.

For the first time, this comprehensive survey provides an in-depth analysis of the health human resources situation in the community support sector. It also presents insight into key issues and trends to better manage the community's human resources and inform policy development and program design in the Health Human Resources Strategy Division of the MOHLTC and the LHINs. It is essential that we know as much as possible about the health human resources in this sector to ensure that Ontarians have access to the right number and mix of qualified health care providers now and in the future, especially as our population ages.

This Health Human Resource project provides community support service providers and their stakeholders with:

- the ability for service providers to enhance their Human Resources and strategic plans;
- the ability to develop benchmarks for community support service providers;
- key data for the Ministry of Health and Long-Term Care and Local Health Integration Networks (LHINs) about both the gaps in, and strengths of, the community support sector; and
- the opportunity for further policy discussions on the importance of data collection, storage and retrieval of human resource information across all health sectors in Ontario.

Key Issues for Consideration:

1. Sustainability of the Sector: The sustainability of the CSS sector will depend on how adaptable the services are to changing demands and expectations. In the future, health care delivery will require traditional and non-traditional settings, enabled by increased innovation in technology and better, more efficient and cost effective care practices. The population's changing preferences for care delivery, and an aging population that will be less mobile and more confined to their homes will also drive these changes.¹ Having accurate data on the current health human resources environment is critical to the development of short-term and longer-term policy and planning initiatives.

2. Leadership Capacity: The not-for-profit sector will see a major change in leadership over the next decade, which will increase

the need for individual, organizational and community leadership capacity. Consideration should be given to the creation of a sustainable community development model which would help recruit, train and support interconnected regional leadership teams in underserved areas, establish cross-sectoral networks that build the capacity of community not-for-profit organizations, and fosters the growth of new leadership in community health.

3. Support for the Voluntary Sector: Volunteers across Canada contribute 2.1 billion hours annually, the equivalent of 1.1 million full-time jobs.² A targeted investment to ensure the community support sector can continue to have volunteers support the health care system will be important for the sustainability of community support services. This targeted funding would support strong volunteer management leadership, training, innovation, and knowledge sharing.

About OCSA

The Ontario Community Support Association represents the providers of government funded community support services that assist seniors, people with disabilities, and individuals who

cannot function independently because of an illness, or other limitations due to aging, mental health, or addictions. These agencies have an estimated workforce of 25,000 staff and 100,000 volunteers delivering community support services.

1. "Guidance Document for the Development of Data Sets to Support Health Human Resources Management in Canada", CIHI Health Human Resources Report, February 2005, p.2.

2. Executive Summary, Presentation to House of Commons Finance Committee, October 28, 2009, Volunteer Canada, p.1

2. CSS SURVEY RESULTS PAID STAFF

2.1. Salary Survey Summary, Full-Time Employees

Personnel Type	Length of Employment in Years (Average)	Annual Bonus Offered		Overtime Compensation Offered		Salary (in Thousands)			Salary by Gender (Average) (in Thousands)	
		Yes	No	Yes	No	Min	Max	Median	Male	Female
Attendant care worker	7.96	5 (1%)	613 (99%)	587 (97%)	19 (3%)	24	38	31	31	31
Chief Executive Officer/Executive Director	10.13	12 (12%)	90 (88%)	27 (26%)	75 (74%)	28	121	65	77	68
Direct Service worker (Community services)	5.94	29 (6%)	484 (94%)	366 (71%)	148 (29%)	18	57	38	35	38
Direct Service worker (non-PSW)	6.64	0 (0%)	56 (100%)	36 (64%)	20 (36%)	21	43	32	35	32
Field Supervisor	8.66	0 (0%)	70 (100%)	59 (83%)	12 (17%)	32	52	37	39	38
Health Promotion/Resource Education Consultant	6.67	3 (9%)	32 (91%)	16 (47%)	18 (53%)	25	66	41	42	45
N/A	5.59	2 (2%)	81 (98%)	29 (36%)	52 (64%)	25	52	32	31	34
Personal Support Worker (PSW)	7.17	0 (0%)	1002 (100%)	881 (89%)	110 (11%)	23	34	29	30	28
Program Director/Manager	8.73	28 (12%)	206 (88%)	63 (27%)	174 (73%)	32	95	60	61	61
Registered Nurse (RN)	3.65	0 (0%)	40 (100%)	31 (78%)	9 (23%)	39	78	50	0	56
Registered Practical Nurse (RPN)	2.84	0 (0%)	45 (100%)	38 (84%)	7 (16%)	34	48	40	0	41
Service Coordinator	6.31	17 (6%)	283 (94%)	100 (33%)	202 (67%)	25	54	39	36	39
Supervisor	7.90	16 (7%)	219 (93%)	90 (38%)	144 (62%)	32	61	45	46	45
Therapist (OT, PT, ST, SW, PSYCHOLOGY)	6.41	5 (21%)	19 (79%)	13 (54%)	11 (46%)	31	65	50	38	50
Volunteer Coordinator	5.77	3 (7%)	41 (93%)	14 (32%)	30 (68%)	24	49	36	41	37

Table 2-1 Salary Summary, Full-Time Employees

2.1. Salary Survey Summary, Full-Time Employees

DESCRIPTION	Salary Survey Of Full-Time Employees Only (FTE=1.0). Table 2.1 Includes Positions Titles With High/Low/Median Ranges Of Salary, All LHINs and All Budgets Combined.		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: All	Position: All Organization Expenditure: All Services Funded: All	FTE: 1.0 Standard Deviation: N/A
DATA SET	Number of Agencies: 208	Number of Staff: 3652	Number of Volunteers: 0
DISCLAIMERS & CAVEATS	<p>Some positions have relatively low representation. Those positions which have less than 100 staff members are:</p> <ol style="list-style-type: none"> 1) Field Supervisor: 71 2) Health Promotion/Resource Education Consultant: 35 3) Registered Nurse: 42 4) Registered Practical Nurse: 45 5) Therapist: 25 6) Volunteer Coordinator: 44 <p>There is also 83 staff which did not specify a title. All other roles have more than 100 staff members, with PSW's with the most at 1023. Female to Male Ratio is: 3259/373, or approximately 9:1. 20 entries did not specify a gender. Direct Service Worker (non PSW) also include admin staff. It is important to acknowledge that when comparing salary by gender, we have not 'controlled' for years of experience in our data collection. For example, male CEOs might be receiving more in wages, based on a higher number of years of service or vice versa for females.</p>		

2. CSS SURVEY RESULTS PAID STAFF

2.2. Salary Survey Summary, All Employees

Personnel Type	Length of Employment in Years (Average)	Annual Bonus Offered		Overtime Compensation Offered		Salary (in Thousands)			Salary by Gender (Average in Thousands)	
		Yes	No	Yes	No	Min	Max	Median	Male	Female
Attendant care worker	5.31	9 (0%)	1968 (100%)	1911 (99%)	19 (1%)	23	37	30	30	30
Chief Executive Officer/Executive Director	10.17	14 (11%)	110 (89%)	31 (25%)	93 (75%)	22	121	65	76	67
Direct Service worker (Community services)	4.81	47 (4%)	1019 (96%)	775 (72%)	294 (28%)	12	57	34	31	35
Direct Service worker (non-PSW)	4.28	2 (1%)	363 (99%)	283 (88%)	38 (12%)	17	39	29	27	28
Field Supervisor	8.49	0 (0%)	78 (100%)	66 (84%)	13 (16%)	32	58	38	40	40
Health Promotion/Resource Education Consultant	5.30	3 (6%)	47 (94%)	31 (63%)	18 (37%)	25	66	43	46	47
N/A	5.18	3 (2%)	126 (98%)	57 (46%)	68 (54%)	16	50	32	31	34
Personal Support Worker (PSW)	5.74	2 (0%)	2046 (100%)	1751 (87%)	264 (13%)	23	35	29	30	28
Program Director/Manager	8.53	32 (11%)	256 (89%)	79 (27%)	212 (73%)	25	96	59	60	60
Registered Nurse (RN)	3.79	0 (0%)	67 (100%)	46 (69%)	21 (31%)	27	78	51	0	54
Registered Practical Nurse (RPN)	3.05	0 (0%)	70 (100%)	55 (79%)	15 (21%)	30	52	39	34	40
Service Coordinator	5.97	29 (6%)	452 (94%)	161 (33%)	323 (67%)	18	57	38	35	38
Supervisor	7.62	18 (6%)	278 (94%)	109 (37%)	185 (63%)	28	63	44	44	44
Therapist (OT, PT, ST, SW, PSYCHOLOGY)	5.93	7 (21%)	26 (79%)	14 (41%)	20 (59%)	20	65	49	43	45
Volunteer Coordinator	5.66	6 (7%)	77 (93%)	30 (36%)	53 (64%)	20	52	36	39	36

Table 2-2 Salary Summary, All Employees

2.2. Salary Survey Summary, All Employees

DESCRIPTION	Salary Survey Summary Of All Full-Time And Part-Time Employees. Table 2.2 Includes Positions Titles With High/Low/Median Ranges Of Salary, All LHINs And All Budgets Combined.		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: All	Position: All Organization Expenditure: All Services Funded: All	FTE: All Standard Deviation: N/A
OBSERVATIONS	In the OCSA Recruitment and Retention Snapshot of Staff and Volunteers of Community Support survey conducted from May 7-14, 2010, 71% of CSS agencies said they are very concerned about their ability to keep wages competitive, 33% reported attrition as a problem and 23% reported the rate of attrition is rising. When asked if agencies are able to fill positions in a timely manner, 30% said no.		
DATA SET	Number of Agencies: 208	Number of Staff: 7906	Number of Volunteers: 0
DISCLAIMERS & CAVEATS	<p>Some positions have relatively low representation. Those positions which have less than 100 staff members are:</p> <ol style="list-style-type: none"> 1) Field Supervisor: 79 2) Health Promotion/Resource Education Consultant: 55 3) Registered Nurse: 80 4) Registered Practical Nurse: 70 5) Therapist: 35 6) Volunteer Coordinator: 83 <p>There is also 140 staff which did not specify a title. Female to Male Ratio: 6975/892, or approximately 8:1. 40 entries did not specify a gender. Direct Service Worker (non PSW) also include admin staff. It is important to acknowledge that when comparing salary by gender, we have not 'controlled' for years of experience in our data collection. For example, male CEOs might be receiving more in wages, based on a higher number of years of service or vice versa for females.</p>		

2. CSS SURVEY RESULTS PAID STAFF

2.3. FTE Report

Salary Report by Full Time Equivalent (FTE)												
Personnel Type	Total # of Agencies = 208 No. Of Employees	Full Time Equivalent (FTE)										
		N/A	1.0	0.9	0.8	0.7	0.6	0.5	0.4	0.3	0.2	< 0.2
Attendant care worker	1979 (100%)	2 (0%)	619 (31%)	34 (2%)	75 (4%)	53 (3%)	62 (3%)	809 (41%)	61 (3%)	46 (2%)	87 (4%)	131 (7%)
Chief Executive Officer/Executive Director	126 (100%)	1 (1%)	104 (83%)	1 (1%)	9 (7%)	0 (0%)	0 (0%)	4 (3%)	4 (3%)	0 (0%)	2 (2%)	1 (1%)
Direct Service worker (Community services)	1073 (100%)	0 (0%)	517 (48%)	9 (1%)	68 (6%)	26 (2%)	110 (10%)	36 (3%)	41 (4%)	16 (1%)	41 (4%)	209 (19%)
Direct Service worker (non-PSW)	702 (100%)	18 (3%)	143 (20%)	7 (1%)	14 (2%)	6 (1%)	95 (14%)	20 (3%)	48 (7%)	164 (23%)	15 (2%)	172 (25%)
Field Supervisor	79 (100%)	1 (1%)	71 (90%)	0 (0%)	0 (0%)	0 (0%)	2 (3%)	2 (3%)	0 (0%)	0 (0%)	0 (0%)	3 (4%)
Health Promotion/Resource Education Consultant	55 (100%)	2 (4%)	35 (64%)	0 (0%)	2 (4%)	0 (0%)	2 (4%)	1 (2%)	0 (0%)	3 (5%)	0 (0%)	10 (18%)
N/A	140 (100%)	20 (14%)	83 (59%)	0 (0%)	10 (7%)	5 (4%)	8 (6%)	5 (4%)	3 (2%)	1 (1%)	3 (2%)	2 (1%)
Personal Support Worker (PSW)	2231 (100%)	56 (3%)	1023 (46%)	71 (3%)	87 (4%)	186 (8%)	189 (8%)	195 (9%)	130 (6%)	154 (7%)	33 (1%)	107 (5%)
Program Director/Manager	318 (100%)	4 (1%)	259 (81%)	5 (2%)	15 (5%)	2 (1%)	7 (2%)	6 (2%)	9 (3%)	5 (2%)	4 (1%)	2 (1%)
Registered Nurse (RN)	80 (100%)	0 (0%)	42 (53%)	1 (1%)	5 (6%)	1 (1%)	7 (9%)	2 (3%)	4 (5%)	8 (10%)	1 (1%)	9 (11%)
Registered Practical Nurse (RPN)	70 (100%)	0 (0%)	45 (64%)	0 (0%)	6 (9%)	0 (0%)	4 (6%)	4 (6%)	3 (4%)	0 (0%)	2 (3%)	6 (9%)
Service Coordinator	638 (100%)	4 (1%)	406 (64%)	8 (1%)	30 (5%)	14 (2%)	72 (11%)	16 (3%)	19 (3%)	9 (1%)	15 (2%)	45 (7%)
Supervisor	297 (100%)	14 (5%)	236 (79%)	2 (1%)	16 (5%)	2 (1%)	5 (2%)	9 (3%)	3 (1%)	3 (1%)	2 (1%)	5 (2%)
Therapist (OT, PT, ST, SW, PSYCHOLOGY)	35 (100%)	0 (0%)	25 (71%)	2 (6%)	0 (0%)	0 (0%)	3 (9%)	1 (3%)	3 (9%)	0 (0%)	1 (3%)	0 (0%)
Volunteer Coordinator	83 (100%)	0 (0%)	44 (53%)	0 (0%)	13 (16%)	2 (2%)	16 (19%)	2 (2%)	2 (2%)	4 (5%)	0 (0%)	0 (0%)
Total	7906 (100%)	122 (2%)	3652 (46%)	140 (2%)	350 (4%)	297 (4%)	582 (7%)	1112 (14%)	330 (4%)	413 (5%)	206 (3%)	702 (9%)

Table 2-3 FTE Report

2.3. FTE Report

DESCRIPTION	FTE Report Includes Full -Time, Part-Time and Casual Employees		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: All	Position: All Organization Expenditure: All Services Funded: All	FTE: All Standard Deviation: N/A
OBSERVATIONS	Over 50% of CSS staff are part-time, with direct service workers being the most affected.		
POLICY CONSIDERATIONS/ IMPLICATIONS	<p>With service demands for formal caregivers to grow 111% over the next 25 years, staffing for this sector must be stabilized so the community sector will be able to attract workers in the future.³ A dedicated full-time workforce is key to service excellence. The May 7-14th OCSA survey of member agencies asked agencies what were the reasons for unfilled management positions, 74% said "the compensation was not high enough", 70% said they "couldn't find a candidate with the required qualifications & experience" and 18% said "scheduling or hours of work offered" was an issue. When asked the same question for non-management, 72% said "the compensation was not high enough", 60% said they "couldn't find a candidate with the required qualifications & experience" and 35% said "scheduling or hours of work offered" was an issue. A part-time employment model is having an adverse effect on agencies abilities to attract the right frontline staff as well as retaining them.</p>		
DATA SET	Number of Agencies: 208	Number of Staff: 7906	Number of Volunteers: 0
DISCLAIMERS & CAVEATS	<p>Some positions have relatively low representation. Those positions which have less than 100 staff members are:</p> <ol style="list-style-type: none"> 1) Field Supervisor: 79 2) Health Promotion/Resource Education Consultant: 55 3) Registered Nurse: 80 4) Registered Practical Nurse: 70 5) Therapist: 35 6) Volunteer Coordinator: 83 <p>There is also 140 staff which did not specify a title. Female to Male Ratio: 6975/892, or approximately 8:1. 40 entries did not specify a gender. Direct Service Worker (non PSW) also include admin staff. It is important to acknowledge that when comparing salary by gender, we have not 'controlled' for years of experience in our data collection. For example, male CEOs might be receiving more in wages, based on a higher number of years of service or vice versa for females. At this time, the reliance on a part-time staffing model for the sector is unknown. A more in-depth examination is required to understand the cause(s) and develop possible remedies.</p>		

3. Keefe et al., 2009. Planning for Canadian Human Resource Needs in Chronic Home Care for the Elderly: Projections to 2031

2. CSS SURVEY RESULTS PAID STAFF

2.4. Salary Trending Of Median Wages

Title	1999	2000	2003	2009
Attendant care worker				\$ 30,000
Field Supervisor		\$ 34,500	\$ 35,901	\$ 38,000
Supervisor	\$ 31,267	\$ 33,597	\$ 34,250	\$ 44,000
N/A				\$ 32,000
Personal Support Worker (PSW)				\$ 29,000
Health Promotion/Resource Education Consultant				\$ 43,000
Direct Service worker (Community services)	\$ 21,840	\$ 22,713	\$ 24,461	\$ 34,000
Service Coordinator	\$ 25,000	\$ 27,450	\$ 29,017	\$ 38,000
Program Director/Manager	\$ 35,000	\$ 37,370	\$ 40,397	\$ 59,000
Direct Service worker (non-PSW)		\$ 19,874	\$ 19,965	\$ 29,000
Registered Nurse (RN)		\$ 38,000	\$ 37,062	\$ 51,000
Chief Executive Officer/Executive Director	\$ 44,535	\$ 48,000	\$ 50,811	\$ 65,000
Registered Practical Nurse (RPN)		\$ 31,590	\$ 28,586	\$ 39,000
Volunteer Coordinator	\$ 28,931	\$ 30,357	\$ 33,568	\$ 36,000
Therapist (OT, PT, ST, SW, PSYCHOLOGY)				\$ 49,000

Table 2-4 Salary Trending of Median Wages

2. CSS SURVEY RESULTS PAID STAFF

DESCRIPTION	Salary Trending of Median Wages from 1999, 2000, 2003, 2009 OCSA Member Data.		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: All	Position: All Organization Expenditure: All Services Funded: All	FTE: 1.0 Standard Deviation: 2 STD Dev (2010 data only)
OBSERVATIONS	<p>For all positions, the sector is not keeping pace with equivalent positions in other sectors. The May 7-10th OCSA survey of CSS member agencies showed that 74% of agencies have not been able to fill management positions because the compensation was not high enough. Examples of other positions with much higher compensation include:</p> <ul style="list-style-type: none"> • A PSW Supervisor in a Long-Term Care Home in SW Ontario (RPN): \$42,900 - \$48,750 • a PSW in LTC home in SW Ontario: \$30,225 - \$37,050 • Program Support Assistant, Ontario Government: \$42,614- \$48,095 • Nurse, Ontario Government: \$63,204-\$76,440 • Manager, Support Services Office, Ontario Government: \$100,793-\$124,141 • Volunteer Coordinator, Municipality: \$54,616 - \$68,268 • Municipal Community Program Manager: \$84,453 - \$105,566 • City of Toronto Community Development Officer: \$67,212 - \$83,392 <p>50% of OCSA members reported in the May 7-10th, 2010 OCSA survey that their inability to recruit frontline staff (non-management) is having an impact on service delivery.</p>		
POLICY CONSIDERATIONS/ IMPLICATIONS	A MOHLTC Health Human Resources Stabilization Strategy is needed for the Community Support Sector to move wages and compensation increases more in line with LTC homes and hospitals. Without this, workers will not be available when needed as the population ages.		
DATA SET	Number of Agencies: 208	Number of Staff: 3652	Number of Volunteers: 0
DISCLAIMERS & CAVEATS	<ul style="list-style-type: none"> • We are lacking some data from previous years for some positions. Those positions include Attendant Care Worker, Field Supervisor, Personal Support Worker (PSW), Health Promotion/ Resource Education Consultant, Direct Service Worker (non-PSW), Registered Nurse (RN), Registered Practical Nurse (RPN) and Therapist. • Direct Service Worker (non PSW) also include admin staff. <p>It is important to acknowledge that when comparing salary by gender, we have not 'controlled' for years of experience in our data collection. For example, male CEOs might be receiving more in wages, based on a higher number of years of service or vice versa for females.</p>		

2. CSS SURVEY RESULTS PAID STAFF

2.5. Salaries By Budget

2.5.1. Budget: <\$250K

Personnel Type	Length of Employment in Years (Average)	Annual Bonus Offered		Overtime Compensation Offered		Salary (in Thousands)			Salary by Gender (Average in Thousands)	
		Yes	No	Yes	No	Min	Max	Median	Male	Female
Chief Executive Officer/Executive Director	9.46	4 (21%)	15 (79%)	5 (28%)	13 (72%)	26	65	52	52	51
Direct Service worker (Community services)	5.70	11 (22%)	39 (78%)	37 (74%)	13 (26%)	1	47	28	26	29
Direct Service worker (non-PSW)	6.11	0 (0%)	9 (100%)	3 (33%)	6 (67%)	23	46	36	0	35
Health Promotion/Resource Education Consultant	7.00	0 (0%)	2 (100%)	2 (100%)	0 (0%)	25	35	30	35	25
N/A	2.42	2 (29%)	5 (71%)	2 (29%)	5 (71%)	9	38	23	12	33
Personal Support Worker (PSW)	3.49	0 (0%)	10 (100%)	8 (80%)	2 (20%)	25	26	25	0	26
Program Director/Manager	5.66	4 (22%)	14 (78%)	9 (50%)	9 (50%)	14	57	38	26	38
Registered Nurse (RN)	4.69	0 (0%)	10 (100%)	7 (70%)	3 (30%)	37	76	55	0	57
Service Coordinator	6.21	8 (21%)	31 (79%)	12 (31%)	27 (69%)	1	45	26	18	24
Supervisor	6.00	1 (14%)	6 (86%)	2 (29%)	5 (71%)	3	37	27	3	28
Therapist (OT, PT, ST, SW, PSYCHOLOGY)	3.83	0 (0%)	4 (100%)	1 (20%)	4 (80%)	26	61	39	52	40
Volunteer Coordinator	4.35	2 (25%)	6 (75%)	2 (25%)	6 (75%)	20	38	31	0	30

Table 2-5 Salaries for Budgets < \$250K

2.5. Salaries By Budget

2.5.1. Budget: <\$250K

DESCRIPTION	Full-Time Position Salary Report by Budgets of Less than \$250,000.		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: All	Position: All Organization Expenditure: <\$250K Services Funded: All	FTE: 1.0 Standard Deviation: 2 STD Dev
OBSERVATIONS	Mid-sized agencies' CEOs have females keeping pace with their male counterparts.		
DATA SET	Number of Agencies: 43	Number of Staff: 78	Number of Volunteers: 0
DISCLAIMERS & CAVEATS	<p>Attendant Care workers, Field Supervisor, and Health Promotion/ Resource Education Consultant did not have representation within this budget.</p> <p>Some positions have relatively low representation. Those positions which have less than 10 are:</p> <ol style="list-style-type: none"> 1) Direct Service Worker (non-PSW): 5 2) Personal Support Worker: 4 3) Registered Nurse: 4 4) Registered Practical Nurse: 1 5) Service Coordinator: 9 6) Supervisor: 3 7) Therapist: 1 8) Volunteer Coordinator: 3 <p>There is also 1 staff which did not specify a title. All other roles have more than 10 staff members, with Direct Service Worker (Community Services) with the most at 22.</p> <p>** Ratio is based on ALL employees as opposed to FTE:1.0</p> <p>Female to Male Ratio is: 158/27, or approximately 6:1.</p> <p>Direct Service Worker (non PSW) also include admin staff.</p> <p>It is important to acknowledge that when comparing salary by gender, we have not 'controlled' for years of experience in our data collection. For example, male CEOs might be receiving more in wages, based on a higher number of years of service or vice versa for females.</p>		

2. CSS SURVEY RESULTS PAID STAFF

2.5.2. Budget: \$250K - \$500K

Personnel Type	Length of Employment in Years (Average)	Annual Bonus Offered		Overtime Compensation Offered		Salary (in Thousands)			Salary by Gender (Average in Thousands)	
		Yes	No	Yes	No	Min	Max	Median	Male	Female
Attendant care worker	4.91	9 (47%)	10 (53%)	19 (100%)	0 (0%)	24	40	29	34	28
Chief Executive Officer/Executive Director	10.46	3 (15%)	17 (85%)	3 (15%)	17 (85%)	38	84	55	66	56
Direct Service worker (Community services)	5.04	5 (6%)	74 (94%)	28 (34%)	54 (66%)	21	48	36	37	35
Direct Service worker (non-PSW)	4.42	1 (1%)	143 (99%)	144 (100%)	0 (0%)	28	29	29	29	29
Health Promotion/Resource Education Consultant	3.85	0 (0%)	4 (100%)	2 (50%)	2 (50%)	34	42	39	0	38
N/A	8.40	0 (0%)	9 (100%)	4 (67%)	2 (33%)	28	39	31	0	32
Personal Support Worker (PSW)	5.40	0 (0%)	36 (100%)	10 (28%)	26 (72%)	15	40	26	29	28
Program Director/Manager	10.38	4 (15%)	22 (85%)	6 (23%)	20 (77%)	29	79	55	52	53
Registered Nurse (RN)	3.36	0 (0%)	3 (100%)	3 (100%)	0 (0%)	41	48	42	0	44
Registered Practical Nurse (RPN)	5.86	0 (0%)	6 (100%)	6 (100%)	0 (0%)	18	46	38	0	37
Service Coordinator	6.09	6 (13%)	41 (87%)	21 (45%)	26 (55%)	22	47	37	39	36
Supervisor	7.25	2 (9%)	20 (91%)	4 (17%)	19 (83%)	28	66	46	47	47
Therapist (OT, PT, ST, SW, PSYCHOLOGY)	1.79	0 (0%)	2 (100%)	1 (50%)	1 (50%)	25	34	29	0	29
Volunteer Coordinator	4.84	1 (6%)	15 (94%)	3 (19%)	13 (81%)	13	49	35	36	33

Table 2-6 Salaries for Budgets \$250K-\$500K

2.5.2. Budget: \$250K - \$500K

DESCRIPTION	Full-Time Position Salary Report by Budgets \$250,000 - \$500,000.		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: All	Position: All Organization Expenditure: \$250K-\$500K	Services Funded: All FTE: 1.0 Standard Deviation: 2 STD Dev
OBSERVATIONS	The gender gap emerges for CEO positions, with males earning 20% more than females.		
DATA SET	Number of Agencies: 37	Number of Staff: 169	Number of Volunteers: 0
DISCLAIMERS & CAVEATS	<p>Field Supervisors did not have representation within this budget. Some positions have relatively low representation. Those positions which have less than 10:</p> <ol style="list-style-type: none"> 1) Direct Service Worker (non-PSW): 3 2) Health Promotion/ Resource Education Consultant: 3 3) Registered Nurse: 3 4) Registered Practical Nurse: 3 5) Therapist: 1 6) Volunteer Coordinator: 7 <p>There is also 3 staff which did not specify a title. All other roles have more than 10 staff members, with Service Coordinator with the most at 34.</p> <p>** Ratio is based on ALL employees as opposed to FTE:1.0 Female to Male Ratio is: 399/58, or approximately 7:1. Direct Service Worker (non PSW) also include admin staff.</p> <p>It is important to acknowledge that when comparing salary by gender, we have not 'controlled' for years of experience in our data collection. For example, male CEOs might be receiving more in wages, based on a higher number of years of service or vice versa for females.</p>		

2. CSS SURVEY RESULTS PAID STAFF

2.5.3. Budget: \$500K - \$1M

Personnel Type	Length of Employment in Years (Average)	Annual Bonus Offered		Overtime Compensation Offered		Salary (in Thousands)			Salary by Gender (Average in Thousands)	
		Yes	No	Yes	No	Min	Max	Median	Male	Female
Attendant care worker	4.27	0 (0%)	52 (100%)	52 (100%)	0 (0%)	21	34	28	0	28
Chief Executive Officer/Executive Director	9.93	2 (7%)	26 (93%)	6 (22%)	21 (78%)	22	118	65	62	68
Direct Service worker (Community services)	5.19	2 (2%)	90 (98%)	33 (35%)	60 (65%)	19	55	32	32	33
Direct Service worker (non-PSW)	5.03	1 (4%)	25 (96%)	19 (76%)	6 (24%)	23	40	28	29	29
Field Supervisor	7.80	0 (0%)	5 (100%)	4 (80%)	1 (20%)	3	75	32	0	35
Health Promotion/Resource Education Consultant	3.29	1 (10%)	9 (90%)	6 (60%)	4 (40%)	36	61	51	0	50
N/A	4.28	0 (0%)	13 (100%)	6 (46%)	7 (54%)	25	42	31	0	32
Personal Support Worker (PSW)	6.20	2 (1%)	137 (99%)	96 (69%)	43 (31%)	23	36	28	33	29
Program Director/Manager	7.23	0 (0%)	44 (100%)	16 (37%)	27 (63%)	25	84	52	56	51
Registered Nurse (RN)	3.19	0 (0%)	20 (100%)	17 (85%)	3 (15%)	26	76	46	0	50
Registered Practical Nurse (RPN)	2.67	0 (0%)	14 (100%)	13 (93%)	1 (7%)	31	42	38	0	37
Service Coordinator	5.44	6 (7%)	83 (93%)	45 (51%)	44 (49%)	24	53	38	37	38
Supervisor	7.77	1 (3%)	29 (97%)	11 (37%)	19 (63%)	30	63	43	41	43
Therapist (OT, PT, ST, SW, PSYCHOLOGY)	8.27	6 (75%)	2 (25%)	0 (0%)	8 (100%)	20	56	46	38	44
Volunteer Coordinator	5.22	2 (17%)	10 (83%)	3 (25%)	9 (75%)	23	43	36	0	36

Table 2-7 Salaries for Budgets \$500K-\$1M

2.5.3. Budget: \$500K - \$1M

DESCRIPTION	Full-Time Position Salary Report by Budgets \$500,000 - \$1,000,000.		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: All	Position: All Organization Expenditure: \$500K-\$1M	Services Funded: All FTE: 1.0 Standard Deviation: 2 STD Dev
OBSERVATIONS	Mid-sized agencies' CEOs have females keeping pace with their male counterparts.		
DATA SET	Number of Agencies: 42	Number of Staff: 238	Number of Volunteers: 0
DISCLAIMERS & CAVEATS	<p>Some positions have relatively low representation. Those positions which have less than 10:</p> <ol style="list-style-type: none"> 1) Direct Service Worker (non-PSW): 7 2) Field Supervisor: 1 3) Health Promotion/ Resource Education Consultant: 5 4) Registered Practical Nurse: 9 5) Therapist: 6 6) Volunteer Coordinator: 6 <p>There is also 9 staff which did not specify a title. All other roles have more than 10 staff members, with Service Coordinator with the most at 61.</p> <p>** Ratio is based on ALL employees as opposed to FTE:1.0 Female to Male Ratio is: 532/51, or approximately 10:1. Direct Service Worker (non PSW) also include admin staff. It is important to acknowledge that when comparing salary by gender, we have not 'controlled' for years of experience in our data collection. For example, male CEOs might be receiving more in wages, based on a higher number of years of service or vice versa for females.</p>		

2. CSS SURVEY RESULTS PAID STAFF

2.5.4. Budget: \$1M - \$5M

Total # of Agencies = 71	Length of Employment in Years (Average)	Annual Bonus Offered		Overtime Compensation Offered		Salary (in Thousands)			Salary by Gender (Average in Thousands)	
		Yes	No	Min	Max	Min	Max	Median	Male	Female
Attendant care worker	5.22	0 (0%)	1055 (100%)	1007 (100%)	1 (0%)	23	37	30	30	30
Chief Executive Officer/Executive Director	10.04	3 (6%)	46 (94%)	15 (29%)	36 (71%)	42	112	76	94	74
Direct Service worker (Community services)	4.43	29 (6%)	477 (94%)	348 (69%)	157 (31%)	13	50	30	27	33
Direct Service worker (non-PSW)	3.65	0 (0%)	123 (100%)	54 (68%)	26 (33%)	15	38	26	23	26
Field Supervisor	8.34	0 (0%)	36 (100%)	27 (73%)	10 (27%)	32	58	42	43	44
Health Promotion/Resource Education Consultant	4.37	2 (8%)	22 (92%)	14 (61%)	9 (39%)	25	66	57	61	49
N/A	4.99	1 (1%)	66 (99%)	24 (36%)	42 (64%)	24	54	33	32	35
Personal Support Worker (PSW)	4.94	0 (0%)	905 (100%)	679 (78%)	193 (22%)	23	36	29	29	29
Program Director/Manager	8.78	6 (4%)	135 (96%)	35 (24%)	110 (76%)	33	90	59	60	60
Registered Nurse (RN)	3.91	0 (0%)	34 (100%)	19 (56%)	15 (44%)	27	78	51	0	55
Registered Practical Nurse (RPN)	2.84	0 (0%)	49 (100%)	35 (71%)	14 (29%)	30	52	40	34	41
Service Coordinator	6.24	9 (4%)	240 (96%)	78 (31%)	174 (69%)	21	58	38	37	40
Supervisor	7.15	2 (1%)	154 (99%)	54 (35%)	99 (65%)	32	56	43	43	44
Therapist (OT, PT, ST, SW, PSYCHOLOGY)	5.96	1 (9%)	10 (91%)	6 (55%)	5 (45%)	25	65	49	0	48
Volunteer Coordinator	6.33	1 (2%)	41 (98%)	18 (43%)	24 (57%)	26	52	40	46	39

Table 2-8 Salaries for Budgets \$1M-\$5M

2.5.4. Budget: \$1M - \$5M

DESCRIPTION	Full-Time Position Salary Report by Budgets \$1M -\$5M.		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: All	Position: All Organization Expenditure: \$1M-\$5M	Services Funded: All FTE: 1.0 Standard Deviation: 2 STD Dev
DATA SET	Number of Agencies: 71	Number of Staff: 1713	Number of Volunteers: 0
DISCLAIMERS & CAVEATS	<p>Therapist have the lowest representation with only 9 employees represented in this category. There is also 47 staff which did not specify a title. All other roles have more than 10 staff members, with PSW's with the most at 342.</p> <p>** Ratio is based on ALL employees as opposed to FTE:1.0 Female to Male Ratio is: 3409/481, or approximately 7:1. Direct Service Worker (non PSW) also include admin staff. It is important to acknowledge that when comparing salary by gender, we have not 'controlled' for years of experience in our data collection. For example, male CEOs might be receiving more in wages, based on a higher number of years of service or vice versa for females.</p>		

2. CSS SURVEY RESULTS PAID STAFF

2.5.5. Budget: \$5M - \$10M

Personnel Type	Length of Employment in Years (Average)	Annual Bonus Offered		Overtime Compensation Offered		Salary (in Thousands)			Salary by Gender (Average in Thousands)	
		Yes	No	Min	Max	Min	Max	Median	Male	Female
Attendant care worker	5.50	0 (0%)	851 (100%)	833 (98%)	18 (2%)	25	35	30	29	30
Chief Executive Officer/Executive Director	12.75	2 (25%)	6 (75%)	2 (25%)	6 (75%)	68	180	110	80	125
Direct Service worker (Community services)	5.09	0 (0%)	339 (100%)	329 (97%)	10 (3%)	30	49	40	39	39
Direct Service worker (non-PSW)	4.65	0 (0%)	63 (100%)	63 (100%)	0 (0%)	17	41	30	29	29
Field Supervisor	8.76	0 (0%)	36 (100%)	34 (94%)	2 (6%)	32	42	36	38	36
Health Promotion/Resource Education Consultant	9.75	0 (0%)	10 (100%)	7 (70%)	3 (30%)	26	63	34	26	45
N/A	5.79	0 (0%)	33 (100%)	21 (64%)	12 (36%)	26	44	32	28	33
Personal Support Worker (PSW)	6.46	0 (0%)	958 (100%)	958 (100%)	0 (0%)	23	33	28	31	28
Program Director/Manager	8.86	18 (31%)	41 (69%)	13 (22%)	46 (78%)	45	102	66	72	67
Registered Nurse (RN)	0.00	0 (0%)	0 (0%)	0 (0%)	0 (0%)	57	57	57	0	57
Service Coordinator	5.43	0 (0%)	57 (100%)	5 (9%)	52 (91%)	26	49	37	30	38
Supervisor	8.71	12 (15%)	69 (85%)	38 (47%)	43 (53%)	38	65	46	44	46
Therapist (OT, PT, ST, SW, PSYCHOLOGY)	5.88	0 (0%)	8 (100%)	6 (75%)	2 (25%)	39	51	51	0	49
Volunteer Coordinator	5.82	0 (0%)	5 (100%)	4 (80%)	1 (20%)	40	58	42	46	45

Table 2-9 Salaries for Budgets \$5M-\$10M

2.5.5. Budget: \$5M - \$10M

DESCRIPTION	Full-Time Position Salary Report by Budgets \$5M-\$10M.		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: All	Position: All Organization Expenditure: \$5M-\$10M	Services Funded: All FTE: 1.0 Standard Deviation: 2 STD Dev
DATA SET	Number of Agencies: 15	Number of Staff: 1409	Number of Volunteers: 0
DISCLAIMERS & CAVEATS	<p>Registered Practical Nurse (RPN) did not have any representation in the data. Some positions have relatively low representation. Those positions which have less than 10:</p> <ul style="list-style-type: none"> 1) Chief Executive Officer/ Executive Director: 8 2) Health Promotion/ Resource Education Consultant: 9 3) Registered Nurse: 2 4) Therapist: 8 5) Volunteer Coordinator: 3 <p>There is also 23 staff which did not specify a title. All other roles have more than 10 staff members, with PSW's with the most at 616.</p> <p>** Ratio is based on ALL employees as opposed to FTE:1.0 Female to Male Ratio is: 2470/275, or approximately 9:1. Direct Service Worker (non PSW) also include admin staff. It is important to acknowledge that when comparing salary by gender, we have not 'controlled' for years of experience in our data collection. For example, male CEOs might be receiving more in wages, based on a higher number of years of service or vice versa for females.</p>		

2. CSS SURVEY RESULTS PAID STAFF

2.6. Salary by Position & Budget, with Details

Personnel Type	Length of Employment in Years (Average)	Annual Bonus Offered		Overtime Compensation Offered		Salary (In Thousand)			Average Salary by Gender (In thousand) (Average)		Total Number of Agencies
		Yes	No	Yes	No	Min	Max	Median	Male	Female	
Attendant Care Worker	Total F/T Employees - 619										
250K	No Data										
\$250-\$500K	4.09	5(36%)	9(64%)	14(100%)	0(0%)	24	36	26	32	27	37
\$500-\$1M	3.84	0(0%)	16(100%)	16(100%)	0(0%)	24	34	28	0		42
\$1M - \$5M	8.49	0(0%)	285(100%)	272(100%)	1(0%)	23	38	31	32		71
\$5M - \$10 M	7.86	0(0%)	303(100%)	285(94%)	18(6%)	26	37	31	31		15
\$10M - \$20 M	No Data										
\$20M +	No Data										
Chief Executive Officer/Executive Director	Total F/T Employees - 104										
250K	9.69	4(29%)	10(71%)	4(31%)	9(69%)	40	65	52	52	53	43
\$250-\$500K	9.96	2(11%)	16(89%)	3(17%)	15(83%)	38	77	55	66	55	37
\$500-\$1M	9.75	2(9%)	21(91%)	6(27%)	16(73%)	40	95	65	64	67	42
\$1M - \$5M	10.05	2(5%)	37(95%)	12(29%)	29(71%)	52	112	76	94	76	71
\$5M - \$10 M	12.75	2(25%)	6(75%)	2(25%)	6(75%)	68	180	110	80	125	15
\$10M - \$20 M	No Data										
\$20M +	No Data										
Direct Service Worker (Community Services)	Total F/T Employees- 517										
250K	6.19	3(14%)	18(86%)	17(77%)	5(23%)	18	47	28	27	33	43
\$250-\$500K	5.84	3(10%)	27(90%)	12(40%)	18(60%)	25	45	40	36	38	37
\$500-\$1M	7.13	1(3%)	37(97%)	15(38%)	24(62%)	19	55	36	37	35	42
\$1M - \$5M	5.27	22(8%)	237(92%)	165(64%)	93(36%)	20	52	35	31	36	71
\$5M - \$10 M	6.72	0(0%)	165(100%)	157(95%)	8(5%)	33	49	41	41	40	15
\$10M - \$20 M	No data										
\$20M +	No Data										
Direct Service Worker (Non PSW)	Total F/T Employees - 143										
250K	14.5	0(0%)	2(100%)	2(100%)	0(0%)	27	43	36	0	35	43
\$250-\$500K	0	0(0%)	0(0%)	0(0%)	0(0%)	27	32	28	0	29	37
\$500-\$1M	7.1	0(0%)	7(100%)	4(57%)	3(43%)	33	41	35	33	36	42
\$1M - \$5M	5.6	0(0%)	27(100%)	10(37%)	17(63%)	21	44	31	33	31	71
\$5M - \$10 M	7.1	0(0%)	20(100%)	20(100%)	0(0%)	29	39	34	37	33	15
\$10M - \$20 M	No Data										
\$20M +	No Data										
Field Supervisor	Total F/T Employees - 71										
250K	No Data										
\$250-\$500K	No Data										
\$500-\$1M	No Data										
\$1M - \$5M	8.74	0(0%)	33(100%)	24(71%)	10(29%)	32	58	46	43	45	71
\$5M - \$10 M	8.76	0(0%)	36(100%)	34(94%)	2(6%)	32	42	36	38	36	15
\$10M - \$20 M	No Data										
\$20M +	No Data										

2. CSS SURVEY RESULTS PAID STAFF

Personnel Type	Length of Employment in Years (Average)	Annual Bonus Offered		Overtime Compensation		Salary (In Thousand)			Average Salary by Gender (In		Total Number of Agencies
		Yes	No	Yes	No	Min	Max	Median	Male	Female	
Registered Nurse (RN)	Total F/T Employees - 42										
250K	3.92	0(0%)	4(100%)	3(75%)	1(25%)	42	70	57	0	56	43
\$250-\$500K	3.36	0(0%)	3(100%)	3(100%)	0(0%)	41	48	42	0	44	37
\$500-\$1M	2.52	0(0%)	10(100%)	10(100%)	0(0%)	26	76	45	0	55	42
\$1M - \$5M	4.13	0(0%)	23(100%)	15(65%)	8(35%)	40	78	51	0	57	71
\$5M - \$10 M	0	0(0%)	0(0%)	0(0%)	0(0%)	57	57	57	0	57	15
\$10M - \$20 M	No Data										
\$20M +	No Data										

Registered Practical Nurse (RPN)	Total F/T Employees - 45										
250K	No data										
\$250-\$500K	7	0(0%)	3(100%)	3(100%)	0(0%)	38	46	38	0	41	37
\$500-\$1M	1.81	0(0%)	9(100%)	9(100%)	0(0%)	38	40	38	0	39	42
\$1M - \$5M	1.81	0(0%)	9(100%)	9(100%)	0(0%)	38	40	38	0	39	71
\$5M - \$10 M	No Data										
\$10M - \$20 M	No Data										
\$20M +	No Data										

Service Coordinator	Total F/T Employees - 406										
250K	5.29	4(50%)	4(50%)	4(50%)	4(50%)	28	44	36	0	36	43
\$250-\$500K	6.86	2(6%)	31(94%)	12(36%)	21(64%)	25	47	37	41	36	37
\$500-\$1M	6.11	4(7%)	57(93%)	31(51%)	30(49%)	27	50	38	36	39	42
\$1M - \$5M	6.15	7(4%)	167(96%)	50(28%)	126(72%)	25	54	39	38	39	71
\$5M - \$10 M	7.58	0(0%)	24(100%)	3(13%)	21(88%)	28	51	39	32	40	15
\$10M - \$20 M	No Data										
\$20M +	No Data										

Supervisor	Total F/T Employees - 236										
250K	9.67	1(33%)	2(67%)	1(33%)	2(67%)	27	37	35	0	32	43
\$250-\$500K	7.39	1(9%)	10(91%)	4(33%)	8(67%)	32	61	51	50	49	37
\$500-\$1M	7.5	1(5%)	20(95%)	7(33%)	14(67%)	30	63	44	41	46	42
\$1M - \$5M	7.38	2(2%)	119(98%)	41(34%)	78(66%)	34	56	44	44	44	71
\$5M - \$10 M	8.81	11(14%)	68(86%)	37(47%)	42(53%)	38	65	46	44	46	15
\$10M - \$20 M	No Data										
\$20M +	No Data										

Therapist (OT, PT, ST, SW, Psychology)	Total F/T Employees - 25										
250K	No Data										
\$250-\$500K	No Data										
\$500-\$1M	10.19	5(83%)	1(17%)	0(0%)	6(100%)	31	56	48	38	51	42
\$1M - \$5M	5.07	0(0%)	8(100%)	5(63%)	3(38%)	40	65	51	0	51	71
\$5M - \$10 M	5.88	0(0%)	8(100%)	6(75%)	2(25%)	39	51	51	0	49	15
\$10M - \$20 M	No Data										
\$20M +	No Data										

Volunteer Coordinator	Total F/T Employees - 44										
250K	2.67	1(33%)	2(67%)	1(33%)	2(67%)	26	35	32	0	31	43
\$250-\$500K	5.74	0(0%)	7(100%)	2(29%)	5(71%)	24	59	36	36	39	37
\$500-\$1M	4.26	1(17%)	5(83%)	1(17%)	5(83%)	34	62	42	0	43	42
\$1M - \$5M	6.48	1(4%)	24(96%)	8(32%)	17(68%)	31	48	36	40	38	71
\$5M - \$10 M	6.03	0(0%)	3(100%)	2(67%)	1(33%)	40	46	42	46	41	15
\$10M - \$20 M	No Data										
\$20M +	No Data										

Table 2-10 Salary by Position and Budget, with Details

2. CSS SURVEY RESULTS PAID STAFF

DESCRIPTION	Salary Report by Position and Budget, with Details		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: All	Position: All Organization Expenditure: All Services Funded: All	FTE: 1.0 Standard Deviation: 2 STD Dev
OBSERVATIONS	<p>Not surprisingly, management salaries tend to increase with the size of the organization. The low end of the salary scale is very low, especially for smaller organizations. However, even larger organizations appear to have serious under-compensation with regard to the level of responsibility of the positions. PSWs and Attendant Services workers earn the same, low salaries regardless of the size of the agencies.</p> <p>The smaller the agencies' budget the more in line are the salaries by gender.</p>		
POLICY CONSIDERATIONS/ IMPLICATIONS	A MOHLTC Health Human Resources Stabilization Strategy is needed for the Community Support Sector to move wages and compensation increases to be more in line with LTC homes and hospitals. Otherwise, workers will not be available in the community when needed the most as the population ages.		
DATA SET	Number of Agencies: 208	Number of Staff: 3652	Number of Volunteers: 0
DISCLAIMERS & CAVEATS	<p>Some positions have relatively low representation. Those positions which have less than 100 staff members are:</p> <ol style="list-style-type: none"> 1) Field Supervisor: 71 2) Health Promotion/Resource Education Consultant: 35 3) Registered Nurse: 42 4) Registered Practical Nurse: 45 5) Therapist: 25 6) Volunteer Coordinator: 44 <p>There is also 122 staff which did not specify a title. Female to Male Ratio: 6974/892, or approximately 8:1. 123 entries did not specify a gender. Direct Service Worker (non PSW) also include admin staff. At this time, the reliance on a part-time staffing model for the sector is unknown. A more in depth examination is required to understand the cause(s) and develop possible remedies.</p>		

2.7. Leadership Retirement Forecast

2.7.1. CEO: Retirement Forecast – Number of CEOs

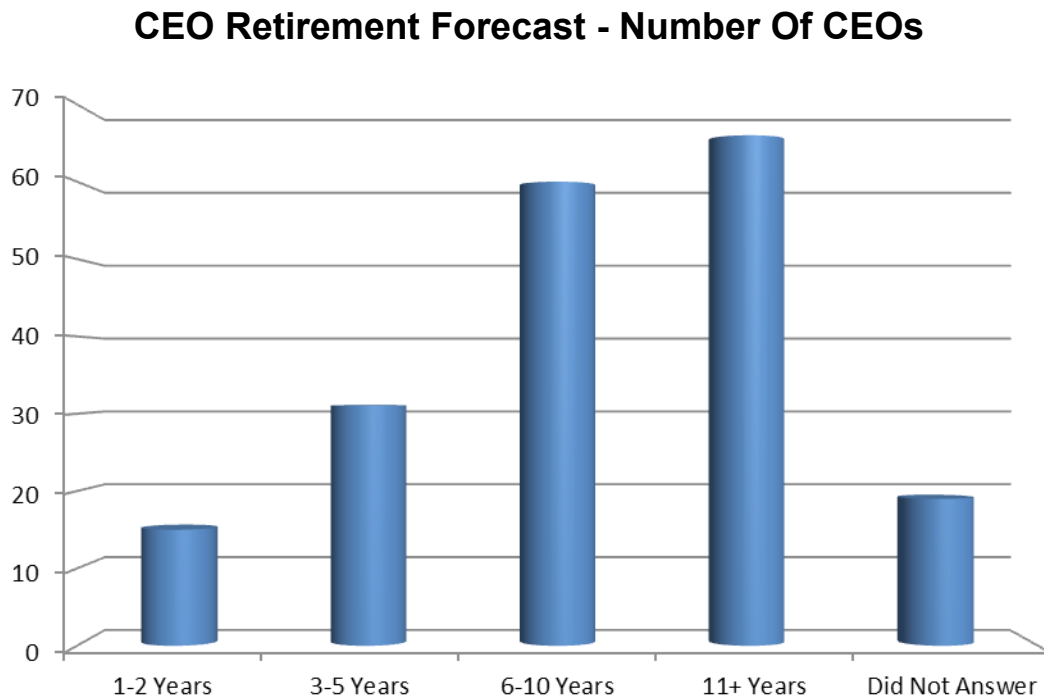


Table 2-11 CEO Retirement Forecast

DESCRIPTION	CEO Retirement Forecast Report.		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: All	Position: CEO Organization Expenditure: All Services Funded: All	FTE: All Standard Deviation: All
OBSERVATIONS	One-quarter of all CEOs plan to retire in the next 5 years, with 8% planning to retire in the next 2 years. In 10 years, over one-half of the CEOs will have retired with a loss of sector knowledge in community support services. Some CEOs are responsible for a number of accountability agreements across LHINs, so this affects more than one location for the same CEO.		
POLICY CONSIDERATIONS/ IMPLICATIONS	There will be a need for extensive succession planning and leadership development by agencies that will experience a loss in leadership over the next 5 to 10 years.		
DATA SET	Number of Agencies: 126	Number of Staff: 126	Number of Volunteers: 0
DISCLAIMERS & CAVEATS	Though 208 agencies are included, not all agencies responded. Thus, there were 126 actual responses. Female to Male Ratio is: 108/18, or approximately 6:1.		

2. CSS SURVEY RESULTS PAID STAFF

2.7.2. CEO: Retirement Forecast – Percent of CEOs

CEO Retirement Forecast - Percent of CEOs

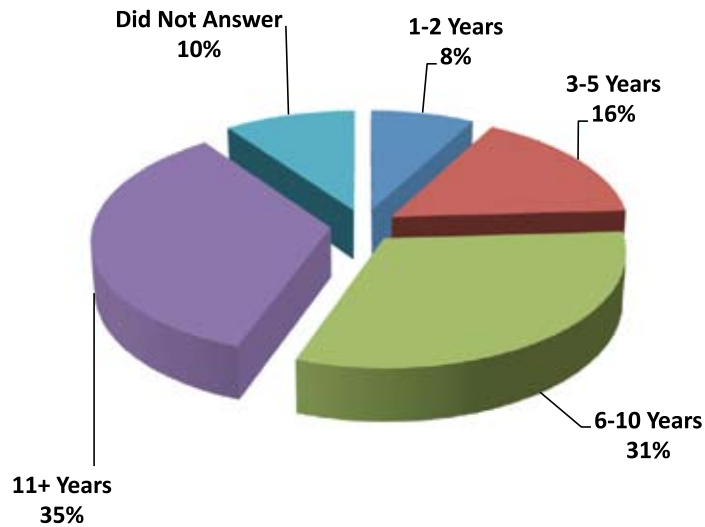


Table 2-12 CEO Retirement Forecast by Percentage

DESCRIPTION	CEO Retirement Forecast Report - Percentage of CEOs		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: All	Position: CEO Organization Expenditure: All Services Funded: All	FTE: All Standard Deviation: All
DATA SET	Number of Agencies: 126	Number of Staff: 126	Number of Volunteers: 0
DISCLAIMERS & CAVEATS	Though 208 agencies are included, not all agencies responded. Thus, there were 126 actual responses. Female to Male Ratio is: 108/18, or approximately 6:1.		

2.7.3. CEO: Number of CEOs in Each Age Bracket

Number Of CEOs In Each Age Bracket

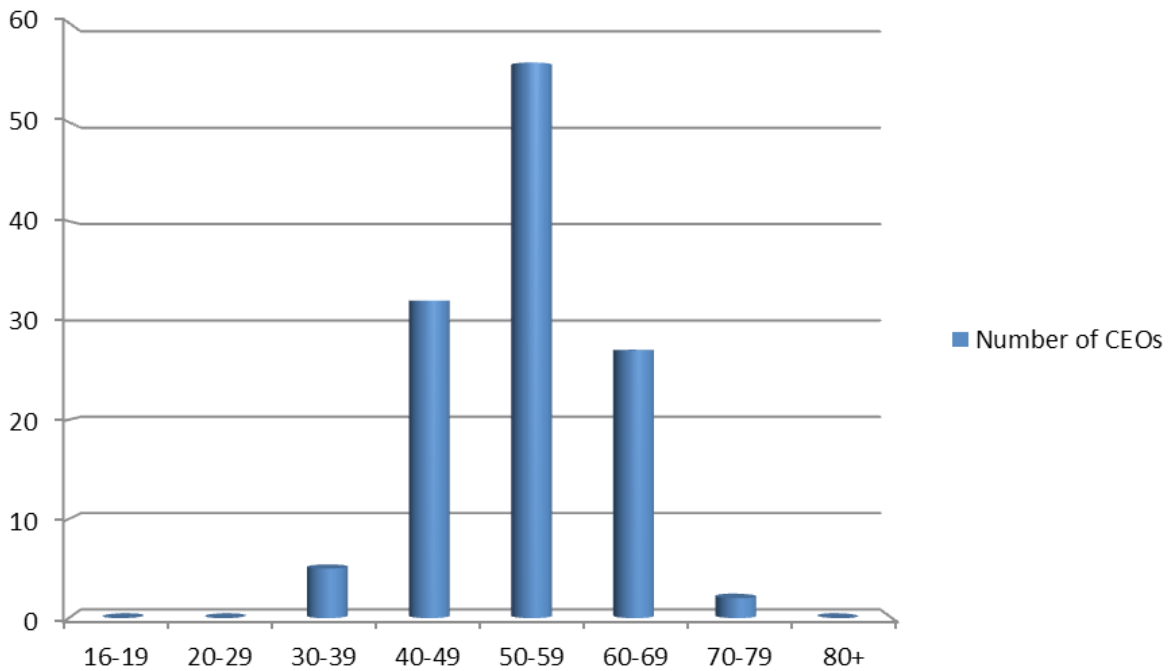


Table 2-13 CEOs by Age Bracket

DESCRIPTION	CEO Age Report.		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: All	Position: CEO Organization Expenditure: All Services Funded: All	FTE: All Standard Deviation: All
OBSERVATIONS	Twenty-two percent of the CEOs are aged 60-69 years of age.		
POLICY CONSIDERATIONS/ IMPLICATIONS	It will be a challenge to replace CEOs when they retire, given the recent OCSA member survey conducted from May 7-14th, 2010 with results indicating that 74% of agencies have not been able to fill management positions because the compensation is not high enough and 60% report service delivery is impacted as a result. A province-wide strategy should be implemented to stabilize the community support services sector in terms of compensation levels for senior management.		
DATA SET	Number of Agencies: 126	Number of Staff: 126	Number of Volunteers: 0
DISCLAIMERS & CAVEATS	Though 208 agencies are included, not all agencies responded. Thus, there were 126 actual responses. Female to Male Ratio is: 108/18, or approximately 6:1.		

2. CSS SURVEY RESULTS PAID STAFF

2.7.4. CEO: Percentage of CEOs in Each Age Bracket

Percentage Of CEOs In Each Age Bracket

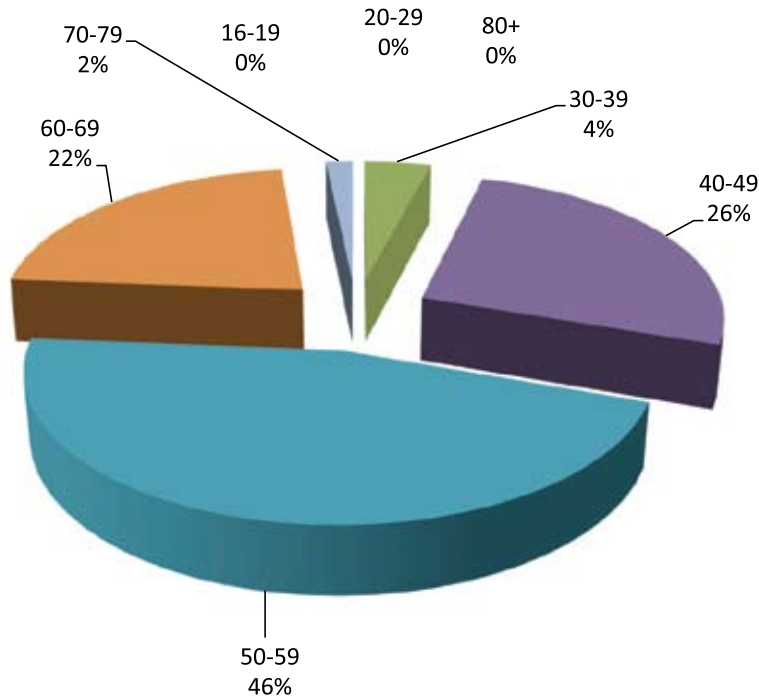


Table 2-14 CEOs by Age Bracket by Percentage

DESCRIPTION	CEO Age Report by Percentage Age Bracket		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: All	Position: CEO Organization Expenditure: All Services Funded: All	FTE: All Standard Deviation: All
DATA SET	Number of Agencies: 126	Number of Staff: 126	Number of Volunteers: 0
DISCLAIMERS & CAVEATS	Though 208 agencies are included, not all agencies responded. Thus, there were 126 actual responses. Female to Male Ratio is: 108/18, or approximately 6:1.		

2.8. Length of Employment by Position

Personnel Type	Average Length of Employment in Years	Years of Service Range			
		< 1 Year	1-4 Years	5-9 Years	10+ Years
Attendant care worker	5.31	382	715	445	434
Field Supervisor	10.17	4	16	23	35
Supervisor	4.81	31	70	80	114
N/A	4.28	23	45	27	26
Personal Support Worker (PSW)	8.49	354	691	492	505
Health Promotion/Resource Education Consultant	5.3	12	18	7	13
Direct Service worker (Community services)	5.18	211	439	228	189
Service Coordinator	5.74	68	163	105	127
Program Director/Manager	8.53	17	73	60	138
Direct Service worker (non-PSW)	3.79	52	198	60	55
Registered Nurse (RN)	3.05	18	32	8	9
Chief Executive Officer/Executive Director	5.97	5	21	24	76
Registered Practical Nurse (RPN)	7.62	18	36	11	5
Volunteer Coordinator	5.93	11	34	18	20
Therapist (OT, PT, ST, SW, PSYCHOLOGY)	5.66	6	12	6	10

Table 2-15 Length of Employment by Position

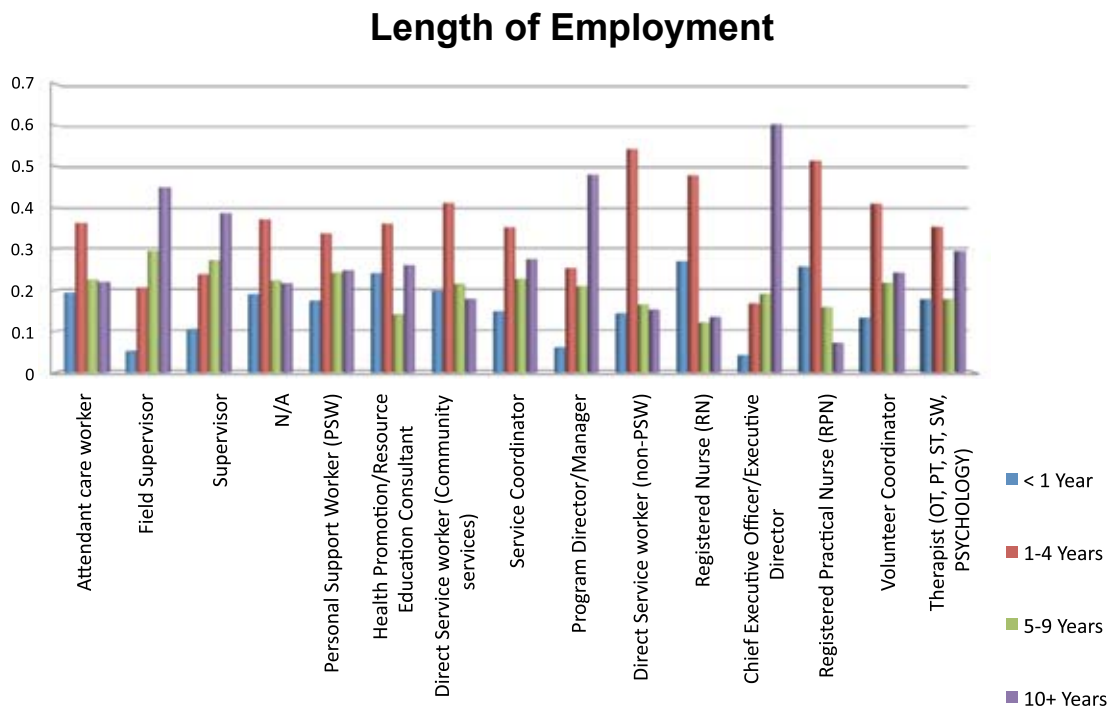


Table 2-16 Length of Employment by Position Bar Chart

2. CSS SURVEY RESULTS PAID STAFF

DESCRIPTION	Report on Length of Employment by Position, Includes all Employees (Full-Time and Part-Time).		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: All	Position: CEO Organization Expenditure: All Services Funded: All	FTE: All Standard Deviation: All
OBSERVATIONS	The higher the position in the organization, the longer the length of employment. The lower number of years of experience for direct service staff is an indication of higher attrition rates for these positions.		
POLICY CONSIDERATIONS/ IMPLICATIONS	There is a need for a provincial recruitment and retention strategy for the front-line staff in this sector. Continuity of care for clients means retaining highly trained staff. Attrition of staff also means high training costs to replace those workers.		
DATA SET	Number of Agencies: 208	Number of Staff: 7125	Number of Volunteers: N/A
DISCLAIMERS & CAVEATS	Includes all employees at all FTE levels. Female to Male Ratio: 6975/892, or approximately 8:1. 40 entries did not specify a gender. Direct Service Worker (non PSW) also include admin staff		

3. BENEFITS

3.1. Benefits for Management and Non-Management

Health Benefits for Management and Non-Management												
Total # of Agencies = 208	Management						Non-Management					
Benefit	Offered by Employer	Not offered by Employer	Employers paying 100%	Employers paying 75-99%	Employers paying 50-74%	Employers paying less than 50%	Offered by Employer	Not offered by Employer	Employers paying 100%	Employers paying 75-99%	Employers paying 50-74%	Employers paying less than 50%
Life insurance	175 (84%)	33 (16%)	148 (85%)	15 (9%)	6 (3%)	6 (3%)	163 (78%)	45 (22%)	134 (82%)	16 (10%)	7 (4%)	6 (4%)
Prescription drugs	185 (89%)	23 (11%)	107 (58%)	40 (22%)	32 (17%)	6 (3%)	172 (83%)	36 (17%)	94 (55%)	40 (23%)	31 (18%)	7 (4%)
Paramedical services (chiropractor, physiotherapist, etc)	177 (85%)	31 (15%)	108 (61%)	32 (18%)	32 (18%)	5 (3%)	164 (79%)	44 (21%)	95 (58%)	32 (20%)	31 (19%)	6 (4%)
Dental	181 (87%)	27 (13%)	96 (53%)	42 (23%)	36 (20%)	7 (4%)	168 (81%)	40 (19%)	84 (50%)	42 (25%)	34 (20%)	8 (5%)
Vision	170 (82%)	38 (18%)	97 (57%)	31 (18%)	33 (19%)	9 (5%)	159 (76%)	49 (24%)	88 (55%)	31 (19%)	31 (19%)	9 (6%)
Short term disability (up to one year)	96 (46%)	112 (54%)	78 (81%)	10 (10%)	4 (4%)	4 (4%)	85 (41%)	123 (59%)	66 (78%)	9 (11%)	5 (6%)	5 (6%)
Long term disability (over one year)	121 (58%)	87 (42%)	89 (74%)	20 (17%)	5 (4%)	7 (6%)	111 (53%)	97 (47%)	77 (69%)	21 (19%)	6 (5%)	7 (6%)
Employee Assistance Program	127 (61%)	81 (39%)	105 (83%)	8 (6%)	12 (9%)	2 (2%)	120 (58%)	88 (42%)	96 (80%)	9 (8%)	13 (11%)	2 (2%)

Table 3-1 Health Benefits for Management and Non-Management

Other Benefits for Management and Non-Management												
Total # of Agencies = 208	Management						Non-Management					
Additional Benefits (Management and Non-Management)	Offered by Employer	Not offered by Employer	Minimum of those offering benefit	Maximum of those offering benefit	Median of those offering benefit	Average of those offering benefit	Offered by Employer	Not offered by Employer	Minimum of those offering benefit	Maximum of those offering benefit	Median of those offering benefit	Average of those offering benefit
Sick days	187 (90%)	21 (10%)	2	20	12	13	179 (86%)	29 (14%)	2	20	12	13
Personal Paid days	99 (48%)	109 (52%)	1	25	3	4	89 (43%)	119 (57%)	1	20	3	4
Mileage Reimbursement (per KM)	198 (95%)	10 (5%)	\$0.25	\$0.56	\$0.40	\$0.41	191 (92%)	17 (8%)	\$0.25	\$0.56	\$0.40	\$0.41

Table 3-2 Other Benefits for Management and Non-Management

3.BENEFITS

DESCRIPTION	Benefits Analysis for Management and Non-Management Staff		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: N/A	Position: N/A Organization Expenditure: All Services Funded: All	FTE: N/A Standard Deviation: N/A
OBSERVATIONS	<p>There is a fair amount of consistency between the Management and Non-Management benefits. Only 5% of organizations are not compensating staff for mileage on the job.</p> <p>Table 3-2 illustrates the following Benefits Analysis:</p> <ul style="list-style-type: none"> • # and % of agencies which offer benefits in each area, for both Management and Non-Management employees • In the case in which employers do contribute to each Benefit, the table illustrates the # and the % of agencies which fall into each contribution range. • Additional Benefits provide details of minimum, maximum, median, and average (mean) values for each benefit. 		
DATA SET	Number of Agencies: 208	Number of Staff: N/A (information is collected "by agency", not "by employee")	Number of Volunteers: N/A (Benefits do not pertain to volunteers in this study)
DISCLAIMERS & CAVEATS	<ul style="list-style-type: none"> • Respondents have reported Benefit Information for FTE=1.0 employees only (i.e. No volunteers or part-time employees included). This information was reported for each Agency as a whole, assuming there is no variance between different types/grades of employees other than "Management" and "Non-Management". • For Sick Days, 18 of 192 agencies provide the maximum 20 sick days. • For PPD Days, 1 agency provides 25 days, while 1 other provides 20 PPD days. Most agencies offer few PPD days, the average being 4. 		

3.2. Cost of Benefits Compared to Cost of Salaries

Cost of Benefits as a Percent of Salaries (exclusive of vacation)											
Range	<8.0 %	8.0-9.9%	10.0-11.9%	12.0-13.9%	14.0-15.9%	16.0-17.9%	18.0-19.9%	20.0-21.9%	22.0-23.9%	24.0% +	Total
# Agencies within Range	16	11	15	18	24	21	24	27	15	12	183
Percentage of Agencies within Range	8.7%	6.0%	8.2%	9.8%	13.1%	11.5%	13.1%	14.8%	8.2%	6.6%	100.0%

Table 3-3 Cost of Benefits Compared to Cost of Salaries

Cost of Benefits as a Percent of Salaries	
Median	16.71%
Mean	16.41%

Table 3-4 Cost of Benefits Averages

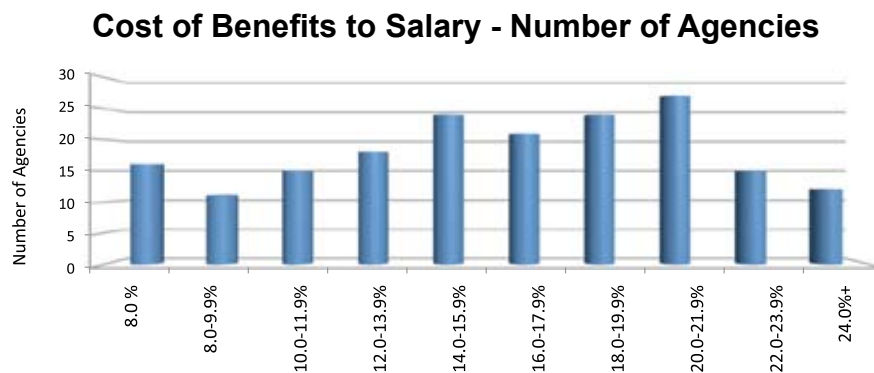


Table 3-5 Cost of Benefits - Agencies in Each Bracket

DESCRIPTION	<ul style="list-style-type: none"> • Three charts are used to illustrate how Benefits Costs compare with Salary Costs. • The Data Table provides the number of agencies which fall into each range, as well as provide the respective percentage of agencies that fall into each range (out of a total of 183 respondents for this question). • The Bar Chart is the graphical representation of the "Number of Agencies" from the Table, while the Pie Chart is the graphical representation of the "Percentage of Agencies" from the data table. 		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: N/A (All) Age: N/A	Position: N/A Organization Expenditure: N/A (All) Services Funded: N/A (All)	FTE: N/A Standard Deviation: N/A
OBSERVATIONS	In the majority of organizations, the employer pays 100% of the costs of benefits. This creates a situation where the total cost of benefits to the employer is relatively high, and likely rising (though not reported) due to the aging workforce.		
DATA SET	Number of Agencies: 183	Number of Staff: N/A	Number of Volunteers: N/A
DISCLAIMERS & CAVEATS	Out of a total of 208 survey respondents, 183 respondents provided adequate information for the above table.		

3.3. Vacation Entitlement

Vacation Entitlement							
Vacation Entitlement	1 week	2 weeks	3 weeks	4 weeks	5 weeks	more than 5 weeks	Response
							Count
Non-management	0.0% (0)	7.6% (10)	15.3% (20)	24.4% (32)	28.2% (37)	24.4% (32)	131
Management	0.0% (0)	2.5% (3)	7.4% (9)	31.4% (38)	28.1% (34)	30.6% (37)	121
CEO	0.0% (0)	0.8% (1)	2.4% (3)	23.2% (29)	34.4% (43)	39.2% (49)	125

Table 3-6 Vacation Entitlement

DESCRIPTION	Vacation Entitlement for both Management and Non-Management employees, plus CEOs. Both "Number of Agencies" and "Percentage of Agencies" information is provided.		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: N/A (All) Age: N/A	Position: N/A Organization Expenditure: N/A (All) Services Funded: N/A (All)	FTE: N/A Standard Deviation: N/A
DATA SET	Number of Agencies: 121-131	Number of Staff: N/A	Number of Volunteers: N/A
DISCLAIMERS & CAVEATS	This information was collected via an on-line survey separate from the main salary survey.		

4. PENSIONS

4.1. Pension Information – Management and Non-Management

Total # of Agencies = 208	Management							
Pension	Offered by Employer	Not offered by Employer	Type of Pension Plan			Cost of Plan	No. Of Orgs Contributing to Employee RRSP	% of RRSP Contribution
			Defined benefit	Defined contribution	Hybrid			
	84 (93%)	6 (7%)	27 (32%)	53 (63%)	4 (5%)	6 %	87	4 %

Total # of Agencies = 208	Non-Management							
Pension	Offered by Employer	Not offered by Employer	Type of Pension Plan			Cost of Plan	No. Of Orgs Contributing to Employee RRSP	% of RRSP Contribution
			Defined benefit	Defined contribution	Hybrid			
	86 (98%)	2 (2%)	27 (31%)	55 (64%)	4 (5%)	6 %	79	4 %

Table 4-1 Pension Information – Management and Non-Management

DESCRIPTION	Pension Report for Management and Non-Management		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: N/A	Position: N/A Organization Expenditure: All Services Funded: All	FTE: N/A Standard Deviation: N/A
OBSERVATIONS	In general in Canada, the trend for employers has been away from offering defined benefit pension plans where the employer assumes all of the risk, and towards defined contribution pension plans with less of a risk to the employer. While this data reflects the 2009 fiscal year, presumably the CSS sector is in line with the broader not-for-profit sector in this regard.		
DATA SET	Number of Agencies: 81-97	Number of Staff: N/A	Number of Volunteers: N/A
DISCLAIMERS & CAVEATS	Though 208 agencies are included, not all agencies answered every question concerning Pensions. Thus responses have between 81 and 97 actual responses.		

5. UNIONS

5. UNIONS

5.1. Union Information

Organizations With Unions:	60
Organizations Without Unions:	148
Total Number Of Organizations	208

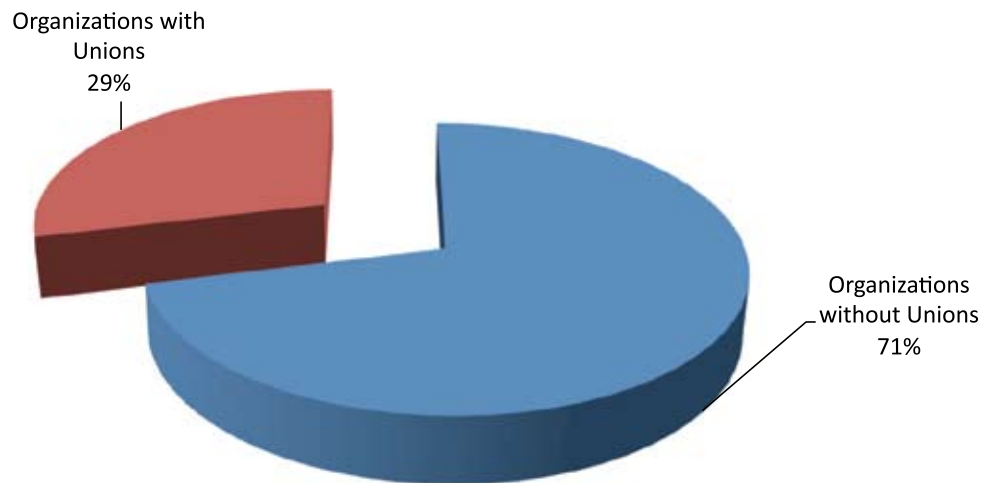


Table 5-1 Union Information

DESCRIPTION	This chart illustrates the number of agencies which have unions. A list of unions is provided below.		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: N/A (All) Age: N/A	Position: N/A Organization Expenditure: N/A (All) Services Funded: N/A (All)	FTE: N/A Standard Deviation: N/A
OBSERVATIONS	There is a slight increase in unionized staff since the last survey done in 2003- up by 3%.		
DATA SET	Number of Agencies: 208	Number of Staff: 7906	Number of Volunteers: 0
DISCLAIMERS & CAVEATS	60 out of 208 respondents indicated they had unions. The remaining 148 respondents left the field blank thus are counted as agencies without unions. Because this was a yes or no question, data interpretation defaulted a non-answer to mean the organization does not have a union.		

UNION NAMES
CAW
CAW 302
CAW Local 1106
CAW Local 40
CAW Local 830
CEP Central Place
CLAC
CNFIU
Communications, Energy and Papermakers Local Union of Canada Local 701
CUPE
CUPE - Local 1792
CUPE Local 2497
CUPE Local 3202
CUPE Local 3358-1
CUPE Local 942
CUPE Peel
CUPE SSM
Hamilton - OPSEU
International Brotherhood of Electrical Workers (IBEW)
ONA Local 74
Ontario Nurses Association
OPSEU
OPSEU Hamilton
OPSEU Local 593
OPSEU Local 594
OPSEU Oakville
OPSEU Villa Verdi
Other
Sarnia - SEIU
SEIU
SEIU Local 1 Canada
Service Employees International Union Local 2 BGPWU
Service Employees International Union, Local 1 Canada
Syndicat canadien de la fonction publique
UAW Sarnia Chatham
Windsor - CUPE

Table 5-2 List of Unions

5. UNIONS

5.2. Union Trends

2009	Non-Unionized	Unionized	Totals
Number of Organizations	148	60	208
Percentage	71%	29%	100%

Table 5-3 Union Trends 2009

2003	Non-Unionized	Unionized	Totals
Number of Organizations	75	26	101
Percentage	74%	26%	100%

Table 5-4 Union Trends 2003

Levels of Unionization Trend: 2003 vs 2009



Table 5-5 Union Trends Comparison 2003 to 2009

DESCRIPTION	Unionization Trends for 2003 and 2009.		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: N/A (All) Age: N/A	Position: N/A Organization Expenditure: N/A (All) Services Funded: N/A (All)	FTE: N/A Standard Deviation: N/A
DATA SET	Number of Agencies: 208	Number of Staff: 7906	Number of Volunteers: 0
DISCLAIMERS & CAVEATS	60 out of 208 respondents indicated they had unions. The remaining 148 respondents left the field blank thus are counted as agencies without unions.		

6. VOLUNTEERS

6.1. Volunteer Age Breakdown

6.1.1. Volunteer Age Breakdown Pie Graph

Volunteer Age Breakdown (Percentage)

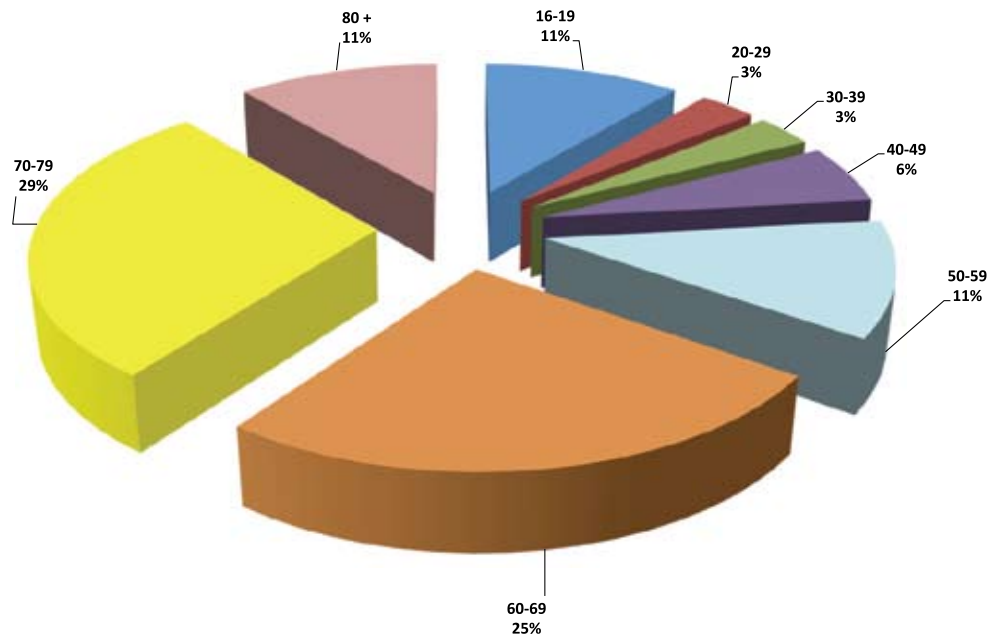


Table 6-1 Volunteer Age Breakdown

DESCRIPTION	Volunteer Age Breakdown Report		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: All	Position: N/A Organization Expenditure: All Services Funded: All	FTE: N/A Standard Deviation: N/A
OBSERVATIONS	70% of volunteers in the community support sector are 60 years of age and older, with 44% being 70-79 years of age and 17% being 80 years and older. This raises serious concerns about the sustainability of the services that they provide.		
POLICY CONSIDERATIONS/IMPLICATIONS	In the May 7-14th, 2010 OCSA member survey, 50% of agencies reported having "difficulty recruiting sufficient numbers of volunteers" and 47% reported that service delivery is impacted as a result. There will be a need to have strong leadership related to volunteer management positions and volunteer marketing/recruitment resources to increase the 50-59 year old age bracket to help replace the older volunteers who will soon be unable to volunteer because of age.		
DATA SET	Number of Agencies: 208	Number of Staff: 0	Number of Volunteers: 34087
DISCLAIMERS & CAVEATS	Female to Male Ratio: 22139/11948, or approximately 2:1		

6. VOLUNTEERS

6.1.2. Volunteer Age Breakdown Line Graph

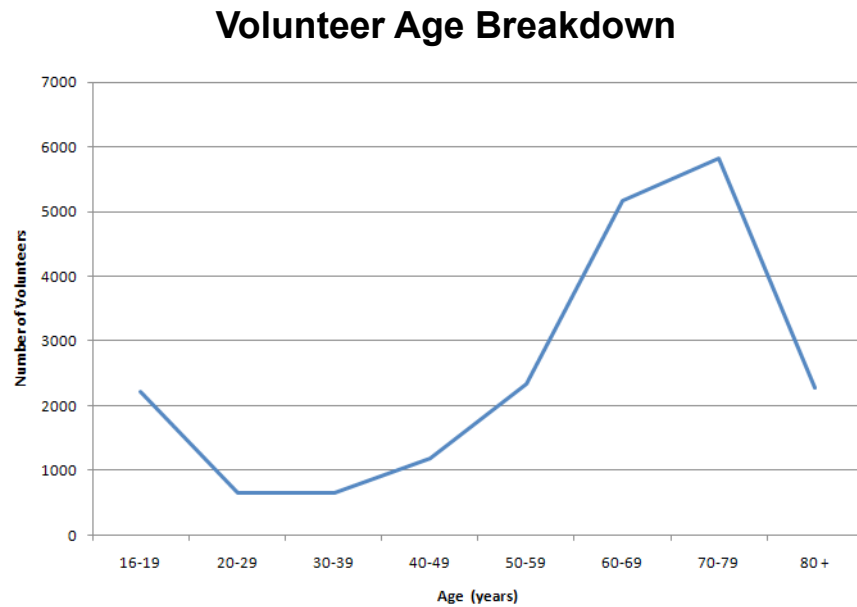


Table 6-2 Volunteer Age Breakdown Line Chart

DESCRIPTION	Volunteer Age Breakdown Line Chart		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: All	Position: N/A Organization Expenditure: All Services Funded: All	FTE: N/A Standard Deviation: N/A
OBSERVATIONS	The volunteer rate for this sector is in sharp contrast to volunteer rates for all sectors across Canada. The national volunteer statistics show that the numbers of volunteers in the 47-59 age cohort having the highest number of volunteers (however contribute a lower average annual number of hours), with seniors with the lowest rates and actual numbers of volunteers. ⁴		
POLICY CONSIDERATIONS/ IMPLICATIONS	<p>The next generation of senior volunteers is the Baby Boomer generation that has a much different profile than the current generation of seniors. Trends indicate that they are more likely to be "episodic" volunteers more inclined to stops and starts in volunteer commitments, special project management assignments, and more likely to demand stimulating volunteer experiences related to their personal needs and interests. There are also concerns that the volunteer rates may be affected by this group being part of the "sandwich generation" with caring responsibilities for both their children as well as aging parents. In addition, many boomers may be deferring retirement and staying in the paid workforce due to financial losses as a result of the ongoing world economic crisis.</p> <p>Immigrant seniors are a growing proportion of the senior population and are less likely to volunteer formally as part of an organization. Evidence suggests they participate informally in their communities. This will be a challenge for agencies and will require dedicated resources to engage this population in their organization's volunteer activities.⁵</p>		
DATA SET	Number of Agencies: 208	Number of Staff: 0	Number of Volunteers: 34087
DISCLAIMERS & CAVEATS	Female to Male Ratio: 22139/11948, or approximately 2:1		

4. **Volunteering Among Seniors**, Presentation for the National Seniors Council, March 19, 2009, Human Resources & Social Development Canada, p. 5

5. **Volunteering Among Seniors**, Presentation for the National Seniors Council, March 19, 2009, Human Resources & Social Development Canada, p. 16.

6.2. Number of Volunteers by Service

Number of Volunteers by Service

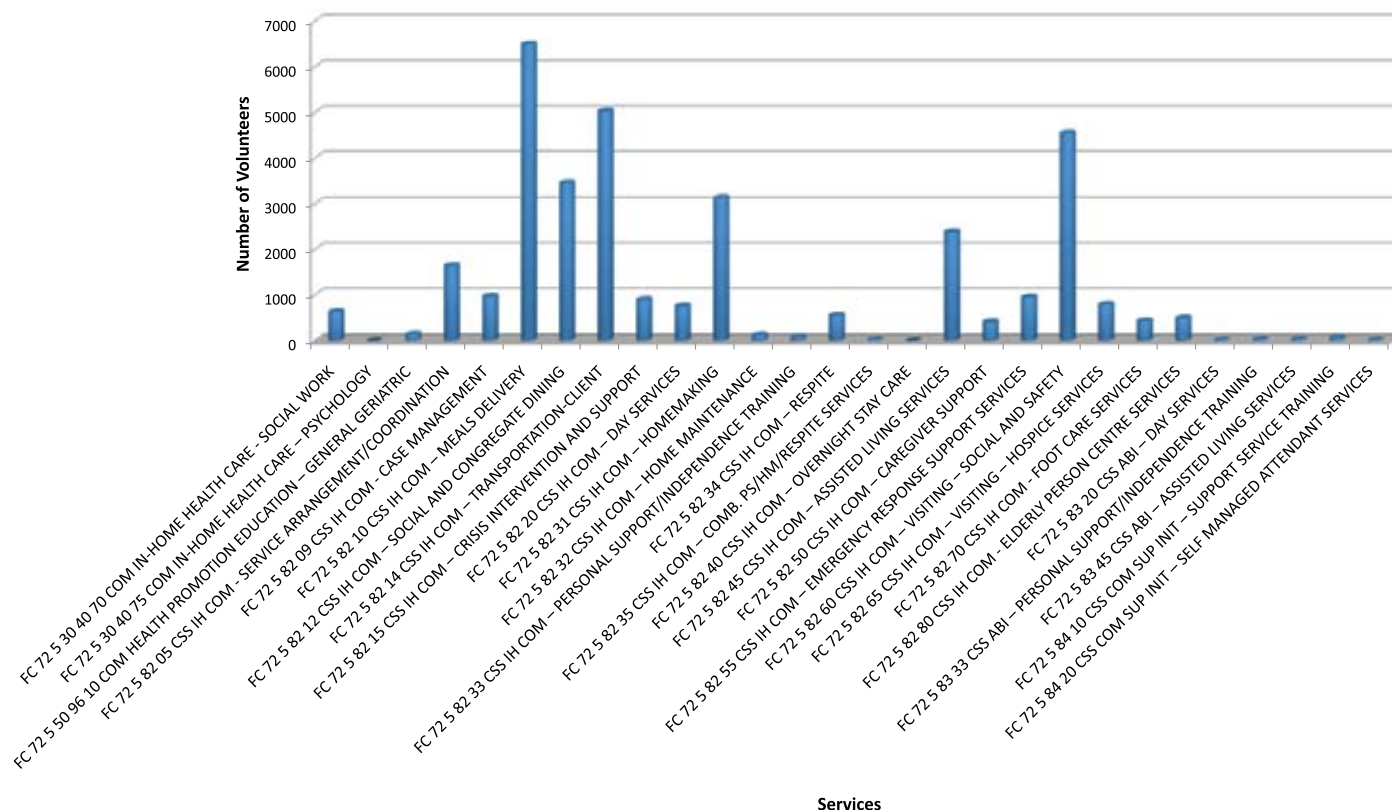
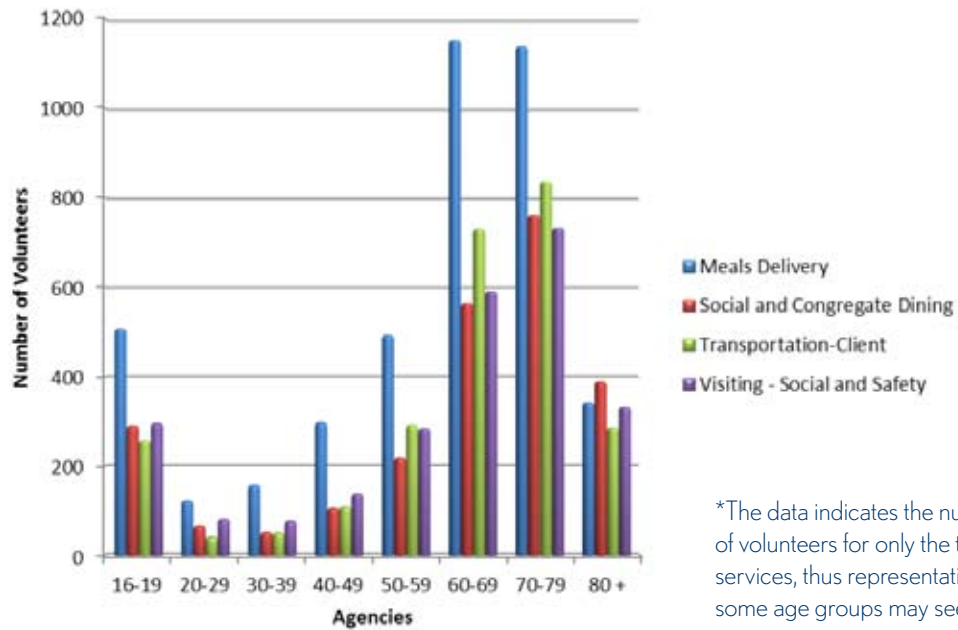


Table 6-3 Number of Volunteers by Service

DESCRIPTION	Number of Volunteers by Service		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: All	Position: N/A Organization Expenditure: All Services Funded: All	FTE: N/A Standard Deviation: N/A
DATA SET	Number of Agencies: 208	Number of Staff: 0	Number of Volunteers: 34087
DISCLAIMERS & CAVEATS	Female to Male Ratio: 22139/11948, or approximately 2:1		

6.3. Breakdown of Top 4 Services by Age

Top 4 Services by Age



*The data indicates the number of volunteers for only the top 4 services, thus representation of some age groups may seem low

Table 6-4 Number of Volunteers by Age of Top 4 Services

DESCRIPTION	Top 4 Services with the Most Number of Volunteers by Age		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: N/A	Position: N/A Organization Expenditure: All Services Funded: Top 4	FTE: N/A Standard Deviation: N/A
OBSERVATIONS	Meals delivery, transportation, and visiting-social safety are key services offered by volunteers in the 60-79 age cohort.		
POLICY CONSIDERATIONS/ IMPLICATIONS	<p>Community Support Services that are the most reliant on volunteers are critical to the wellbeing of seniors in the maintenance of their health and preventing them from ever needing to visit the Emergency Room or Hospital. The sustainability of programs like Meal Delivery, Social and Congregate Dining, Transportation and Volunteer Visiting, is about ensuring CSS programs have the capacity and knowhow to retain existing volunteers. Many of the existing volunteers in these programs are long stay volunteers but also very senior in age, therefore other considerations include the need to recruit new volunteers when the most senior volunteers resign and/or go on to be clients of the programs.</p> <p>With less free time, many of today's boomer volunteers expect challenging and meaningful work that reflects their skills and experience (www.volunteercanada.ca) and the type of volunteer work boomers do has a big impact on whether they stay with it over time(marketwatch.com, March 7,2007). According to a 2007 Corporation for National & Community Service US study, retention from the first year of volunteering to the second year is highest when they're involved in professional or management activities, such as strategic planning, marketing or volunteer coordination. Nearly three-quarters of boomers performing those typically white-collar duties returned the following year.⁶</p> <p>But those involved in general labor and rote tasks such as driving, construction and meal preparation were least likely to continue volunteering the following year, with only 56% persisting, the report said. The majority of CSS volunteer opportunities would fall in this category, which is a major concern for a sector that is reliant heavily on volunteers to deliver programs.⁷</p> <p>In a 2007 Statistics Canada report, A Canada Survey of Giving, Volunteering and Participating, Ontario actually experienced a decrease in the rate of volunteering since 2004 (50% to 47%) and a decline in the average hours contributed (from 245 to 218) among those 65 and over.</p>		
DATA SET	Number of Agencies: 208	Number of Staff: 0	Number of Volunteers: 32886
DISCLAIMERS & CAVEATS	Female to Male Ratio: 12451/7087, or approximately 2:1		

6. March, 2007, "Keeping Baby Boomers Volunteering. A Research Brief on Volunteer Retention and Turnover", Corporation for National & Community Service

7. March 7, 2007, "Boomer volunteers demanding higher-level work, Nonprofits advised to accommodate influential group's preferences", www.Marketwatch.com.

6. VOLUNTEERS

6.3.1. Volunteers by Age and Budget Size

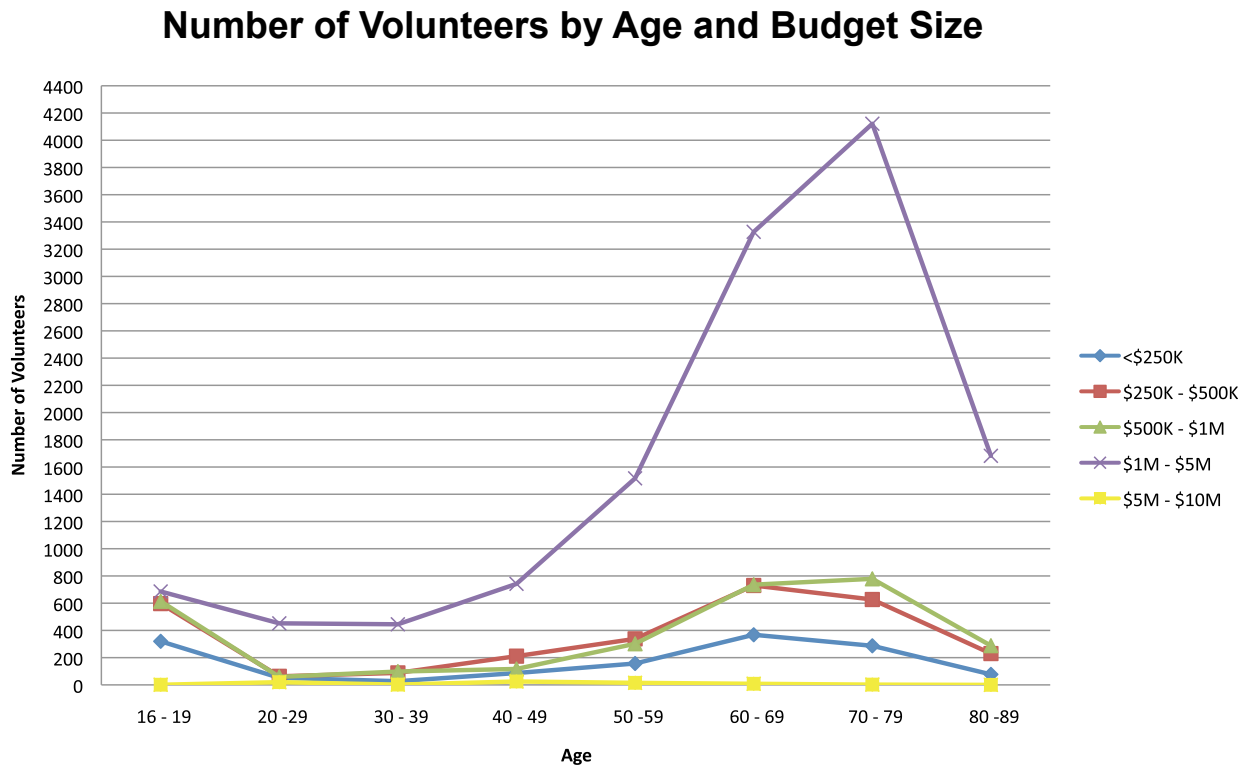


Table 6-5 Number of Volunteers by Age Bracket and Budget Size

DESCRIPTION	Number of Volunteers by Age Bracket and Budget Size		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: All	Position: N/A Organization Expenditure: All Services Funded: All	FTE: N/A Standard Deviation: N/A
DATA SET	Number of Agencies: 208	Number of Staff: 0	Number of Volunteers: 34087
DISCLAIMERS & CAVEATS	Female to Male Ratio: 22139/11948, or approximately 2:1		

6.3.2. Alternate View – Volunteers by Age and Budget Size

Number of Volunteers by Age Bracket, According to Budget Size

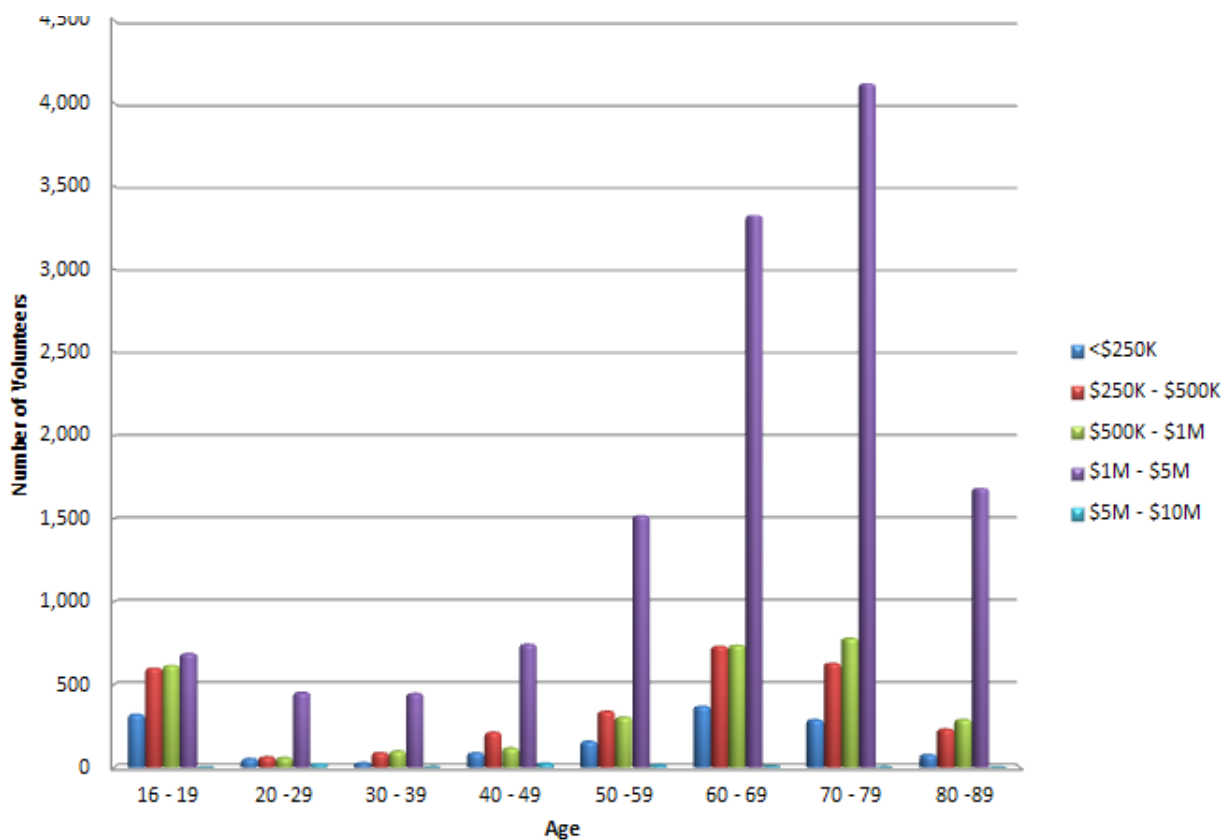


Table 6-6 Number of Volunteers by Age Bracket and Budget Size

DESCRIPTION	Number of Volunteers by Age Bracket and Budget Size.		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: All	Position: N/A Organization Expenditure: All Services Funded: All	FTE: N/A Standard Deviation: N/A
DATA SET	Number of Agencies: 208	Number of Staff: 0	Number of Volunteers: 34087
DISCLAIMERS & CAVEATS	Female to Male Ratio: 22139/11948, or approximately 2:1		

6. VOLUNTEERS

6.4. Volunteer Hours By Organization Budget

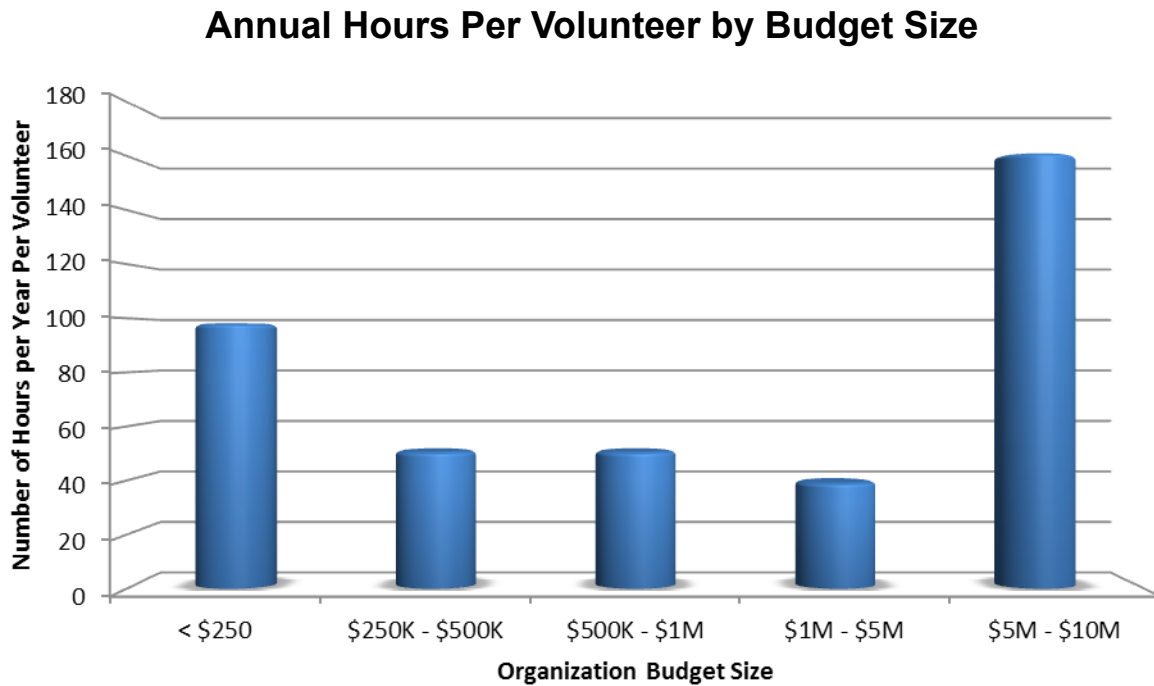


Table 6-7 Annual Hours per Volunteer by Budget Size

DESCRIPTION	Annual Hours per Volunteer by Budget Size.		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: All	Position: N/A Organization Expenditure: All Services Funded: All	FTE: N/A Standard Deviation: N/A
DATA SET	Number of Agencies: 208	Number of Staff: 0	Number of Volunteers: 34087
DISCLAIMERS & CAVEATS	Female to Male Ratio: 22139/11948, or approximately 2:1		

6.5. Prevalence of Volunteer Coordinators

	0-50 Volunteers	51-100 Volunteers	101-200 Volunteers	201-500 Volunteers	501-2000 Volunteers	Total Agencies
Agencies with Volunteer Co- ordinators	31 (21%)	10 (56%)	10 (53%)	10 (59%)	2 (67%)	63 (30%)
Agencies WITHOUT Volunteer Co- ordinators	120 (79%)	8 (44%)	9 (47%)	7 (41%)	1 (33%)	145 (70%)
Total:	151 (100%)	18 (100%)	19 (100%)	17 (100%)	3 (100%)	208 (100%)

Table 6-8 Prevalence of Volunteer Coordinators

DESCRIPTION	Prevalence of Volunteer Coordinators Report.		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: All	Position: Volunteer Coordinator Organization Expenditure: All Services Funded: All	FTE: N/A Standard Deviation: N/A
OBSERVATIONS	The results of this survey show that 70% of agencies have no Volunteer Coordinator, including those agencies with up to 2,000 volunteers. Where there is a Volunteer Coordinator, only 53% of them work 5 days a week.		
POLICY CONSIDERATIONS/ IMPLICATIONS	More funding for these critical positions will be important in order to replace and recruit volunteers in the future. In 2009, Volunteer Canada recommends, "The government invest \$5 million dollars a year into a cost-effective and targeted system of training, knowledge-sharing, innovation and basic volunteer management resources for those at the grass roots level..." ⁸		
DATA SET	Number of Agencies: 63	Number of Staff: 0	Number of Volunteers: N/A (information is collected "by agency", not "by employee")

6. VOLUNTEERS

6.6. Volunteer Hours by Age

Volunteers 16-19 Years of Age

Volunteer Hours Per Service					
Total # of Agencies = 208		Total volunteer participation = 909			
Services	Number of Volunteers	Hours Per Service (Weekly Average)	Hours Per Service (Monthly Average)	Yearly Total Hours (Percentage)	Yearly Total Hours (Actual)
FC 72 5 82 60 CSS IH COM – VISITING – SOCIAL AND SAFETY	297	1	3	5 %	32
FC 72 5 82 20 CSS IH COM – DAY SERVICES	27	3	15	29 %	179
FC 72 5 83 45 CSS ABI – ASSISTED LIVING SERVICES	1	1	4	8 %	52
FC 72 5 82 32 CSS IH COM – HOME MAINTENANCE	38	0	0	1 %	4
FC 72 5 82 15 CSS IH COM – CRISIS INTERVENTION AND SUPPORT	107	0	1	1 %	6
FC 72 5 50 96 10 COM HEALTH PROMOTION EDUCATION – GENERAL GERIATRIC	28	0	1	2 %	12
FC 72 5 82 65 CSS IH COM – VISITING – HOSPICE SERVICES	24	1	3	6 %	37
FC 72 5 82 80 CSS IH COM - ELDERLY PERSON CENTRE SERVICES	22	1	4	8 %	48
FC 72 5 82 05 CSS IH COM - SERVICE ARRANGEMENT/COORDINATION	221	1	3	7 %	41
FC 72 5 82 50 CSS IH COM – CAREGIVER SUPPORT	103	0	1	1 %	7
FC 72 5 82 09 CSS IH COM - CASE MANAGEMENT	4	0	1	2 %	10
FC 72 5 82 70 CSS IH COM - FOOT CARE SERVICES	194	0	1	2 %	13
FC 72 5 82 55 CSS IH COM – EMERGENCY RESPONSE SUPPORT SERVICES	4	0	1	2 %	10
FC 72 5 82 14 CSS IH COM – TRANSPORTATION-CLIENT	258	1	2	5 %	29
FC 72 5 82 31 CSS IH COM – HOMEMAKING	71	2	8	16 %	99
FC 72 5 82 12 CSS IH COM – SOCIAL AND CONGREGATE DINING	292	0	2	3 %	18
FC 72 5 82 10 CSS IH COM – MEALS DELIVERY	508	0	2	3 %	21
Total					618

Table 6-9 Volunteers 16-19 Years of Age

Yearly Total Hours (Percentage)

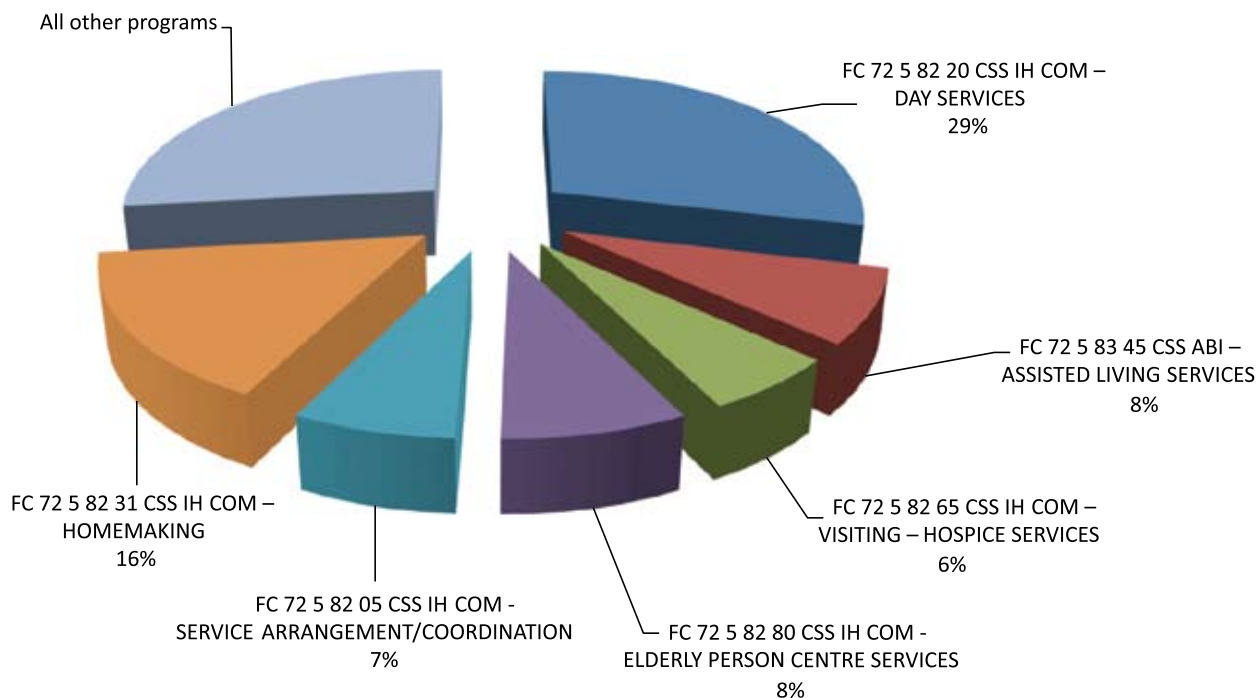


Table 6-10 Volunteer Hours 16-19 Years of Age

DESCRIPTION	Volunteer Hours by Age 16-19		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: 16-19	Position: Volunteers Organization Expenditure: All Services Funded: All	FTE: N/A Standard Deviation: N/A
DATA SET	Number of Agencies: 208	Number of Staff: N/A	Number of Volunteers: 909
DISCLAIMERS & CAVEATS	All services with less than 6% of the total yearly hours are not included for simplicity reasons		

6. VOLUNTEERS

Volunteers 20-29 Years Of Age

Volunteer Hours Per Service					
Total # of Agencies = 208		Total volunteer participation = 374			
Services	Number of Volunteers	Hours Per Service (Weekly Average)	Hours Per Service (Monthly Average)	Yearly Total Hours (Percentage)	Yearly Total Hours (Actual)
FC 72 5 50 96 10 COM HEALTH PROMOTION EDUCATION – GENERAL GERIATRIC	5	2	7	2%	85
FC 72 5 82 05 CSS IH COM - SERVICE ARRANGEMENT/COORDINATION	27	0	1	0%	15
FC 72 5 82 09 CSS IH COM - CASE MANAGEMENT	24	0	1	0%	13
FC 72 5 82 10 CSS IH COM – MEALS DELIVERY	121	1	6	2%	74
FC 72 5 82 12 CSS IH COM – SOCIAL AND CONGREGATE DINING	63	2	9	2%	110
FC 72 5 82 14 CSS IH COM – TRANSPORTATION-CLIENT	38	1	5	1%	62
FC 72 5 82 15 CSS IH COM – CRISIS INTERVENTION AND SUPPORT	5	3	12	3%	147
FC 72 5 82 20 CSS IH COM – DAY SERVICES	46	5	23	6%	278
FC 72 5 82 31 CSS IH COM – HOMEMAKING	23	0	1	0%	13
FC 72 5 82 33 CSS IH COM – PERSONAL SUPPORT/INDEPENDENCE TRAINING	1	1	3	1%	36
FC 72 5 82 34 CSS IH COM – RESPITE	1	5	22	6%	260
FC 72 5 82 35 CSS IH COM – COMB. PS/HM/RESPITE SERVICES	1	0	1	0%	17
FC 72 5 82 45 CSS IH COM – ASSISTED LIVING SERVICES	4	1	4	1%	45
FC 72 5 82 50 CSS IH COM – CAREGIVER SUPPORT	14	3	14	4%	165
FC 72 5 82 55 CSS IH COM – EMERGENCY RESPONSE SUPPORT SERVICES	23	0	1	0%	13
FC 72 5 82 60 CSS IH COM – VISITING – SOCIAL AND SAFETY	74	1	5	1%	60
FC 72 5 82 65 CSS IH COM – VISITING – HOSPICE SERVICES	30	3	13	3%	157
FC 72 5 82 70 CSS IH COM - FOOT CARE SERVICES	6	1	5	1%	64
FC 72 5 82 80 CSS IH COM - ELDERLY PERSON CENTRE SERVICES	68	3	12	3%	140
FC 72 5 83 33 CSS ABI – PERSONAL SUPPORT/INDEPENDENCE TRAINING	11	8	37	10%	440
FC 72 5 83 45 CSS ABI – ASSISTED LIVING SERVICES	8	4	19	5%	231
FC 72 5 84 10 CSS COM SUP INIT – SUPPORT SERVICE TRAINING	3	1	4	1%	52
Total					2,476

Table 6-11 Volunteers 20-29 Years of Age

Yearly Total Hours (Percentage)

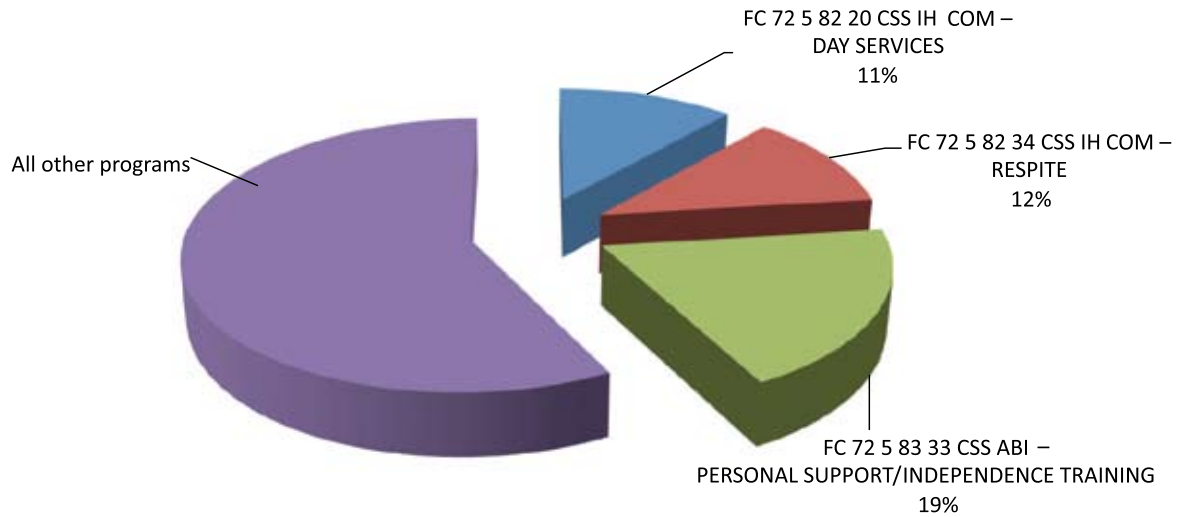


Table 6-12 Volunteer Hours 20-29 Years of Age

DESCRIPTION	Volunteer Hours by Age 20-29		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: 20-29	Position: Volunteers Organization Expenditure: All Services Funded: All	FTE: N/A Standard Deviation: N/A
DATA SET	Number of Agencies: 208	Number of Staff: N/A	Number of Volunteers: 374
DISCLAIMERS & CAVEATS	For simplicity reasons, all services with less than 6% of the total yearly hours are not included. There was one volunteer on a full-time volunteer placement. This was not included above as it skews the trend and is not the norm.		

6. VOLUNTEERS

Volunteers 30-39 Years of Age

Volunteer Hours Per Service					
Total # of Agencies = 208		Total volunteer participation = 394			
Services	Number of Volunteers	Hours Per Service (Weekly Average)	Hours Per Service (Monthly Average)	Yearly Total Hours (Percentage)	Yearly Total Hours (Actual)
FC 72 5 50 96 10 COM HEALTH PROMOTION EDUCATION – GENERAL GERIATRIC	4	1	6	5 %	67
FC 72 5 82 05 CSS IH COM - SERVICE ARRANGEMENT/COORDINATION	27	1	3	2 %	33
FC 72 5 82 09 CSS IH COM - CASE MANAGEMENT	28	0	1	1 %	12
FC 72 5 82 10 CSS IH COM – MEALS DELIVERY	155	2	7	6 %	88
FC 72 5 82 12 CSS IH COM – SOCIAL AND CONGREGATE DINING	55	1	5	4 %	58
FC 72 5 82 14 CSS IH COM – TRANSPORTATION-CLIENT	54	2	7	6 %	87
FC 72 5 82 15 CSS IH COM – CRISIS INTERVENTION AND SUPPORT	7	1	5	4 %	58
FC 72 5 82 20 CSS IH COM – DAY SERVICES	38	5	20	16 %	235
FC 72 5 82 31 CSS IH COM – HOMEMAKING	19	0	1	1 %	16
FC 72 5 82 33 CSS IH COM – PERSONAL SUPPORT/INDEPENDENCE TRAINING	3	1	5	4 %	55
FC 72 5 82 34 CSS IH COM – RESPITE	4	3	11	9 %	138
FC 72 5 82 35 CSS IH COM – COMB. PS/HM/RESPITE SERVICES	9	0	0	0 %	5
FC 72 5 82 45 CSS IH COM – ASSISTED LIVING SERVICES	11	0	1	1 %	13
FC 72 5 82 50 CSS IH COM – CAREGIVER SUPPORT	34	2	10	8 %	120
FC 72 5 82 55 CSS IH COM – EMERGENCY RESPONSE SUPPORT SERVICES	19	0	1	1 %	16
FC 72 5 82 60 CSS IH COM – VISITING – SOCIAL AND SAFETY	78	1	5	5 %	65
FC 72 5 82 65 CSS IH COM – VISITING – HOSPICE SERVICES	17	3	12	10 %	138
FC 72 5 82 70 CSS IH COM - FOOT CARE SERVICES	4	1	4	3 %	50
FC 72 5 82 80 CSS IH COM - ELDERLY PERSON CENTRE SERVICES	83	1	4	4 %	51
FC 72 5 83 45 CSS ABI – ASSISTED LIVING SERVICES	2	2	7	5 %	78
FC 72 5 84 10 CSS COM SUP INIT – SUPPORT SERVICE TRAINING	1	1	4	4 %	52
Total					1,431

Table 6-13 Volunteers 30-39 Years of Age

Yearly Total Hours (Percentage)

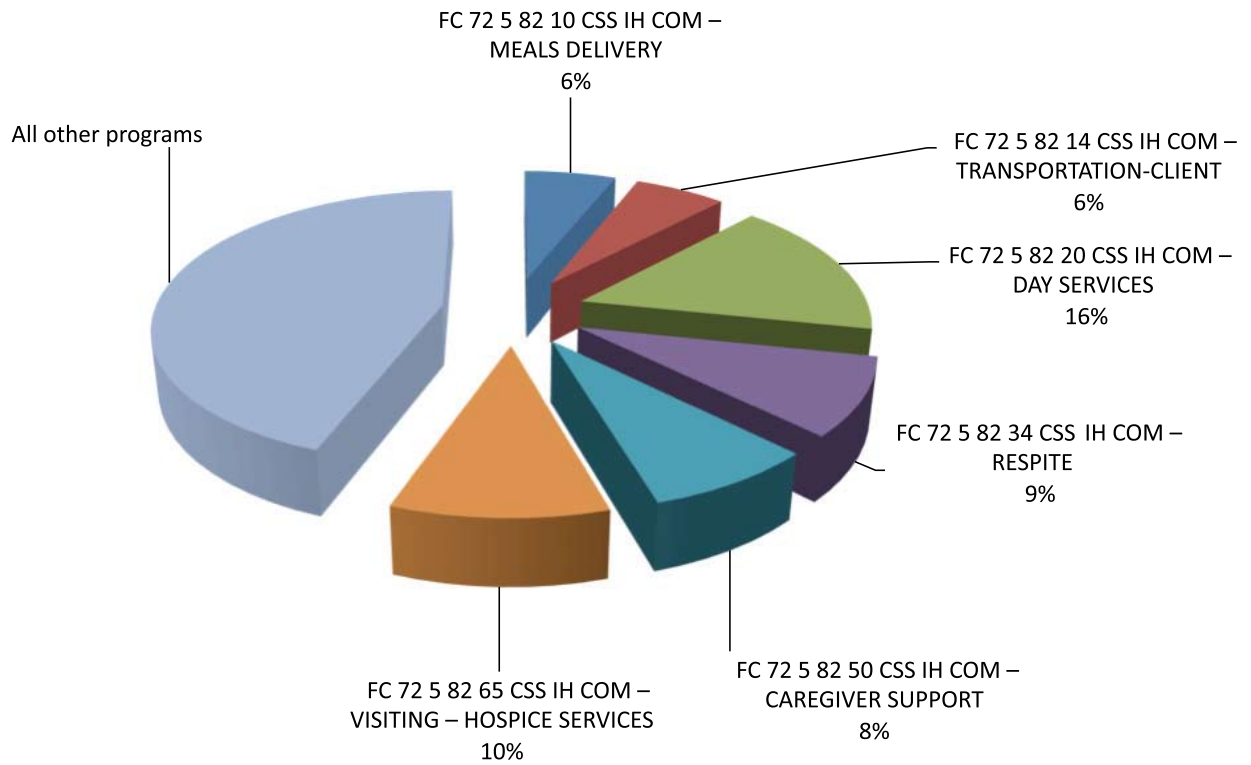


Table 6-14 Volunteer Hours Aged 30-39

DESCRIPTION	Volunteer Hours by Age 30-39		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: 30-39	Position: Volunteers Organization Expenditure: All Services Funded: All	FTE: N/A Standard Deviation: N/A
DATA SET	Number of Agencies: 208	Number of Staff: N/A	Number of Volunteers: 394
DISCLAIMERS & CAVEATS	For simplicity reasons, all services with less than 6% of the total yearly hours are not included.		

6. VOLUNTEERS

Volunteers 40-49 Years of Age

Volunteer Hours Per Service					
Total # of Agencies = 208		Total volunteer participation = 827			
Services	Number of Volunteers	Hours Per Service (Weekly Average)	Hours Per Service (Monthly Average)	Yearly Total Hours (Percentage)	Yearly Total Hours (Actual)
FC 72 5 50 96 10 COM HEALTH PROMOTION EDUCATION – GENERAL GERIATRIC	5	1	4	3 %	44
FC 72 5 82 05 CSS IH COM - SERVICE ARRANGEMENT/COORDINATION	61	1	3	2 %	32
FC 72 5 82 09 CSS IH COM - CASE MANAGEMENT	44	1	2	2 %	29
FC 72 5 82 10 CSS IH COM – MEALS DELIVERY	292	2	7	6 %	90
FC 72 5 82 12 CSS IH COM – SOCIAL AND CONGREGATE DINING	88	1	6	5 %	72
FC 72 5 82 14 CSS IH COM – TRANSPORTATION-CLIENT	93	2	11	9 %	130
FC 72 5 82 15 CSS IH COM – CRISIS INTERVENTION AND SUPPORT	11	0	2	2 %	25
FC 72 5 82 20 CSS IH COM – DAY SERVICES	55	5	24	20 %	284
FC 72 5 82 31 CSS IH COM – HOMEMAKING	41	1	3	2 %	31
FC 72 5 82 32 CSS IH COM – HOME MAINTENANCE	2	0	1	1 %	9
FC 72 5 82 33 CSS IH COM – PERSONAL SUPPORT/INDEPENDENCE TRAINING	7	1	4	3 %	50
FC 72 5 82 34 CSS IH COM – RESPITE	2	0	1	1 %	12
FC 72 5 82 35 CSS IH COM – COMB. PS/HM/RESPITE SERVICES	3	0	1	1 %	12
FC 72 5 82 45 CSS IH COM – ASSISTED LIVING SERVICES	12	1	3	2 %	33
FC 72 5 82 50 CSS IH COM – CAREGIVER SUPPORT	43	2	9	8 %	111
FC 72 5 82 55 CSS IH COM – EMERGENCY RESPONSE SUPPORT SERVICES	41	1	3	2 %	31
FC 72 5 82 60 CSS IH COM – VISITING – SOCIAL AND SAFETY	122	1	4	4 %	53
FC 72 5 82 65 CSS IH COM – VISITING – HOSPICE SERVICES	64	2	9	8 %	108
FC 72 5 82 70 CSS IH COM - FOOT CARE SERVICES	13	0	1	1 %	9
FC 72 5 82 80 CSS IH COM - ELDERLY PERSON CENTRE SERVICES	41	1	6	5 %	71
FC 72 5 83 20 CSS ABI – DAY SERVICES	8	1	3	2 %	30
FC 72 5 83 33 CSS ABI – PERSONAL SUPPORT/INDEPENDENCE TRAINING	8	1	4	3 %	50
FC 72 5 83 45 CSS ABI – ASSISTED LIVING SERVICES	9	1	6	5 %	78
FC 72 5 84 10 CSS COM SUP INIT – SUPPORT SERVICE TRAINING	5	1	4	4 %	52
Total					1,442

Table 6-15 Volunteers 40-49 Years of Age

Yearly Total Hours (Percentage)

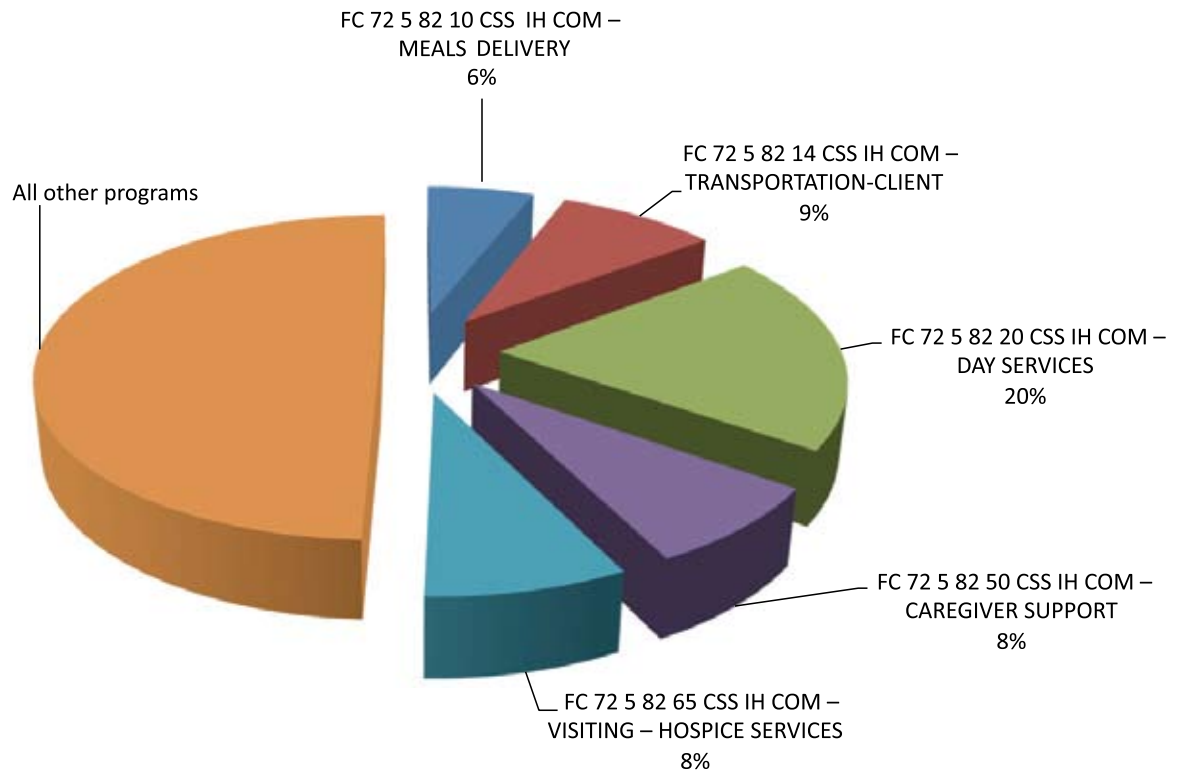


Table 6-16 Volunteer Hours Aged 40-49

DESCRIPTION	Volunteer Hours by Age 40-49		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: 40-49	Position: Volunteers Organization Expenditure: All Services Funded: All	FTE: N/A Standard Deviation: N/A
DATA SET	Number of Agencies: 208	Number of Staff: N/A	Number of Volunteers: 627
DISCLAIMERS & CAVEATS	For simplicity reasons, all services with less than 6% of the total yearly hours are not included.		

6. VOLUNTEERS

Volunteers 50-59 Years of Age

Volunteer Hours Per Service					
Total # of Agencies = 208		Total volunteer participation = 1010			
Services	Number of Volunteers	Hours Per Service (Weekly Average)	Hours Per Service (Monthly Average)	Yearly Total Hours (Percentage)	Yearly Total Hours (Actual)
FC 72 5 82 60 CSS IH COM – VISITING – SOCIAL AND SAFETY	274	1	5	4 %	59
FC 72 5 82 20 CSS IH COM – DAY SERVICES	67	4	18	15 %	218
FC 72 5 83 45 CSS ABI – ASSISTED LIVING SERVICES	3	0	1	1 %	17
FC 72 5 82 32 CSS IH COM – HOME MAINTENANCE	6	0	1	1 %	10
FC 72 5 82 15 CSS IH COM – CRISIS INTERVENTION AND SUPPORT	9	1	2	2 %	29
FC 72 5 60 96 10 COM HEALTH PROMOTION EDUCATION – GENERAL GERIATRIC	19	2	7	6 %	78
FC 72 5 82 65 CSS IH COM – VISITING – HOSPICE SERVICES	157	3	12	10 %	139
FC 72 5 82 80 CSS IH COM - ELDERLY PERSON CENTRE SERVICES	39	1	4	4 %	53
FC 72 5 82 05 CSS IH COM - SERVICE ARRANGEMENT/COORDINATION	171	1	4	4 %	51
FC 72 5 82 50 CSS IH COM – CAREGIVER SUPPORT	21	1	5	4 %	59
FC 72 5 82 09 CSS IH COM - CASE MANAGEMENT	140	1	3	2 %	34
FC 72 5 83 33 CSS ABI – PERSONAL SUPPORT/INDEPENDENCE TRAINING	8	1	6	5 %	71
FC 72 5 84 10 CSS COM SUP INIT – SUPPORT SERVICE TRAINING	10	1	4	4 %	52
FC 72 5 82 70 CSS IH COM - FOOT CARE SERVICES	18	0	1	1 %	14
FC 72 5 82 35 CSS IH COM – COMB. PS/HM/RESPITE SERVICES	6	0	1	1 %	11
FC 72 5 82 55 CSS IH COM – EMERGENCY RESPONSE SUPPORT SERVICES	134	1	3	2 %	35
FC 72 5 82 34 CSS IH COM – RESPITE	3	2	8	7 %	94
FC 72 5 82 14 CSS IH COM – TRANSPORTATION-CLIENT	284	2	10	9 %	121
FC 72 5 82 31 CSS IH COM – HOME MAKING	135	1	3	2 %	32
FC 72 5 82 33 CSS IH COM – PERSONAL SUPPORT/INDEPENDENCE TRAINING	6	1	5	4 %	60
FC 72 5 83 20 CSS ABI – DAY SERVICES	4	0	2	2 %	28
FC 72 5 82 12 CSS IH COM – SOCIAL AND CONGREGATE DINING	207	1	4	4 %	51
FC 72 5 82 45 CSS IH COM – ASSISTED LIVING SERVICES	11	1	3	2 %	30
FC 72 5 82 10 CSS IH COM – MEALS DELIVERY	469	1	6	5 %	69
Total					1,414

Table 6-17 Volunteers 50-59 Years of Age

Yearly Total Hours (Percentage)

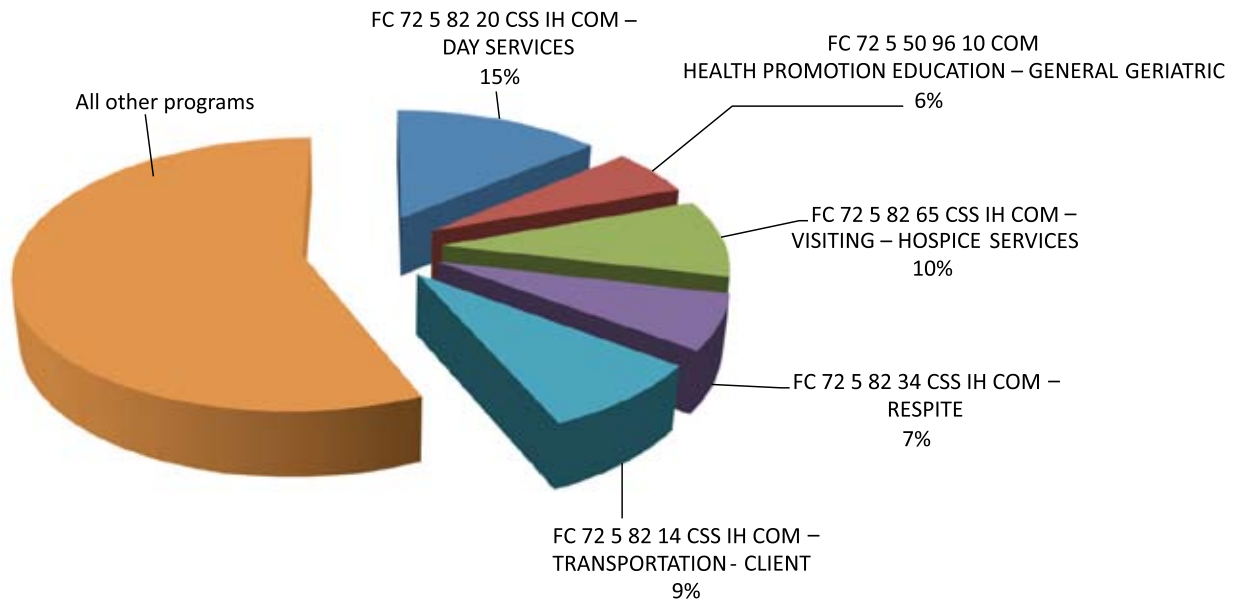


Table 6-18 Volunteer Hours Aged 50-59

DESCRIPTION	Volunteer Hours by Age 50-59		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: 50-59	Position: Volunteers Organization Expenditure: All Services Funded: All	FTE: N/A Standard Deviation: N/A
DATA SET	Number of Agencies: 208	Number of Staff: N/A	Number of Volunteers: 1010
DISCLAIMERS & CAVEATS	For simplicity reasons, all services with less than 6% of the total yearly hours are not included.		

6. VOLUNTEERS

Volunteers 60-69 Years of Age

Volunteer Hours Per Service					
Total # of Agencies = 208		Total volunteer participation = 2025			
Services	Number of Volunteers	Hours Per Service (Weekly Average)	Hours Per Service (Monthly Average)	Yearly Total Hours (Percentage)	Yearly Total Hours (Actual)
FC 72 5 82 60 CSS IH COM – VISITING – SOCIAL AND SAFETY	568	1	4	4 %	46
FC 72 5 82 20 CSS IH COM – DAY SERVICES	107	4	18	18 %	220
FC 72 5 83 46 CSS ABI – ASSISTED LIVING SERVICES	6	0	1	1 %	12
FC 72 5 82 32 CSS IH COM – HOME MAINTENANCE	12	0	1	1 %	12
FC 72 5 82 15 CSS IH COM – CRISIS INTERVENTION AND SUPPORT	97	0	1	1 %	11
FC 72 5 50 96 10 COM HEALTH PROMOTION EDUCATION – GENERAL GERIATRIC	22	1	3	3 %	41
FC 72 5 82 65 CSS IH COM – VISITING – HOSPICE SERVICES	251	3	13	13 %	152
FC 72 5 82 80 CSS IH COM - ELDERLY PERSON CENTRE SERVICES	61	2	8	8 %	101
FC 72 5 82 05 CSS IH COM - SERVICE ARRANGEMENT/COORDINATION	360	1	3	3 %	34
FC 72 5 82 50 CSS IH COM – CAREGIVER SUPPORT	64	0	1	1 %	14
FC 72 5 82 09 CSS IH COM - CASE MANAGEMENT	286	1	3	3 %	34
FC 72 5 83 33 CSS ABI – PERSONAL SUPPORT/INDEPENDENCE TRAINING	3	2	8	8 %	92
FC 72 5 84 10 CSS COM SUP INIT – SUPPORT SERVICE TRAINING	24	1	4	4 %	52
FC 72 5 82 70 CSS IH COM - FOOT CARE SERVICES	66	0	1	1 %	15
FC 72 5 82 35 CSS IH COM – COMB. PS/IHM/RESPITE SERVICES	4	0	1	1 %	7
FC 72 5 82 55 CSS IH COM – EMERGENCY RESPONSE SUPPORT SERVICES	283	1	3	3 %	35
FC 72 5 82 34 CSS IH COM – RESPITE	6	0	1	1 %	10
FC 72 5 82 14 CSS IH COM – TRANSPORTATION-CLIENT	707	2	8	8 %	97
FC 72 5 30 40 70 COM IN-HOME HEALTH CARE - SOCIAL WORK	5	0	1	1 %	11
FC 72 5 82 31 CSS IH COM – HOMEMAKING	288	1	3	3 %	34
FC 72 5 82 33 CSS IH COM – PERSONAL SUPPORT/INDEPENDENCE TRAINING	7	1	4	3 %	42
FC 72 5 83 20 CSS ABI – DAY SERVICES	2	1	3	3 %	35
FC 72 5 82 12 CSS IH COM – SOCIAL AND CONGREGATE DINING	535	1	3	3 %	42
FC 72 5 82 45 CSS IH COM – ASSISTED LIVING SERVICES	75	0	1	1 %	8
FC 72 5 82 10 CSS IH COM – MEALS DELIVERY	1040	1	5	5 %	58
Total					1,214

Table 6-19 Volunteers 60-69 Years of Age

Yearly Total Hours (Percentage)

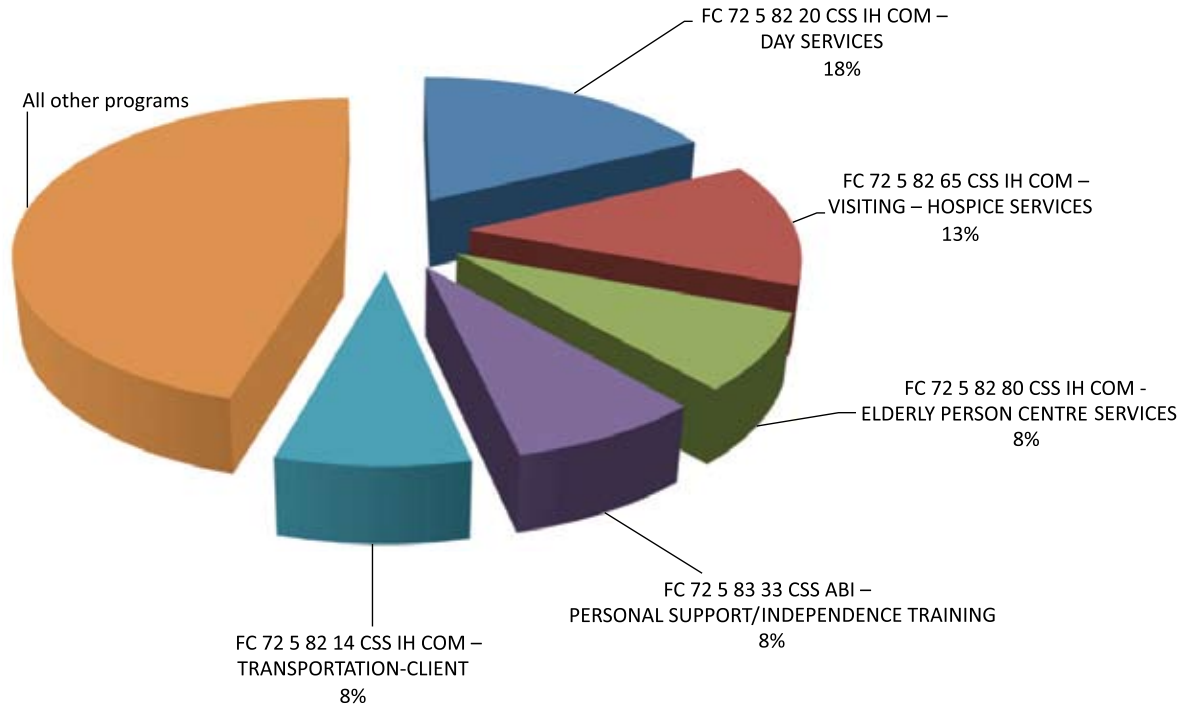


Table 6-20 Volunteer Hours Aged 60-69

DESCRIPTION	Volunteer Hours by Age 60-69		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: 60-69	Position: Volunteers Organization Expenditure: All Services Funded: All	FTE: N/A Standard Deviation: N/A
DATA SET	Number of Agencies: 208	Number of Staff: N/A	Number of Volunteers: 2025
DISCLAIMERS & CAVEATS	For simplicity reasons, all services with less than 6% of the total yearly hours are not included.		

6. VOLUNTEERS

Volunteers 70-79 Years of Age

Volunteer Hours Per Service					
Total # of Agencies = 208		Total volunteer participation = 2061			
Services	Number of Volunteers	Hours Per Service (Weekly Average)	Hours Per Service (Monthly Average)	Yearly Total Hours (Percentage)	Yearly Total Hours (Actual)
FC 72 5 82 60 CSS IH COM – VISITING – SOCIAL AND SAFETY	727	1	3	2 %	35
FC 72 5 82 20 CSS IH COM – DAY SERVICES	103	4	16	13 %	196
FC 72 5 83 45 CSS ABI – ASSISTED LIVING SERVICES	2	2	7	6 %	85
FC 72 5 82 32 CSS IH COM – HOME MAINTENANCE	12	0	0	0 %	5
FC 72 5 82 15 CSS IH COM – CRISIS INTERVENTION AND SUPPORT	259	0	0	0 %	5
FC 72 5 82 40 CSS IH COM – OVERNIGHT STAY CARE	1	3	13	11 %	156
FC 72 5 60 96 10 COM HEALTH PROMOTION EDUCATION – GENERAL GERIATRIC	21	1	2	2 %	29
FC 72 5 82 65 CSS IH COM – VISITING – HOSPICE SERVICES	160	3	13	11 %	155
FC 72 5 82 80 CSS IH COM - ELDERLY PERSON CENTRE SERVICES	87	3	12	10 %	145
FC 72 5 82 05 CSS IH COM - SERVICE ARRANGEMENT/COORDINATION	371	1	3	2 %	34
FC 72 5 82 50 CSS IH COM – CAREGIVER SUPPORT	61	1	2	2 %	27
FC 72 5 82 09 CSS IH COM - CASE MANAGEMENT	295	1	3	3 %	39
FC 72 5 83 33 CSS ABI – PERSONAL SUPPORT/INDEPENDENCE TRAINING	1	2	9	7 %	104
FC 72 5 84 10 CSS COM SUP INIT – SUPPORT SERVICE TRAINING	15	1	4	3 %	50
FC 72 5 82 70 CSS IH COM - FOOT CARE SERVICES	76	0	2	1 %	19
FC 72 5 82 55 CSS IH COM – EMERGENCY RESPONSE SUPPORT SERVICES	296	1	3	3 %	39
FC 72 5 82 34 CSS IH COM – RESPITE	3	2	8	7 %	102
FC 72 5 82 14 CSS IH COM – TRANSPORTATION-CLIENT	829	1	6	5 %	74
FC 72 5 30 40 70 COM IN-HOME HEALTH CARE - SOCIAL WORK	1	0	1	1 %	13
FC 72 5 82 31 CSS IH COM – HOMEMAKING	303	1	3	3 %	38
FC 72 5 82 33 CSS IH COM – PERSONAL SUPPORT/INDEPENDENCE TRAINING	3	1	2	2 %	27
FC 72 5 82 12 CSS IH COM – SOCIAL AND CONGREGATE DINING	743	1	2	2 %	30
FC 72 5 82 45 CSS IH COM – ASSISTED LIVING SERVICES	232	0	1	0 %	6
FC 72 5 82 10 CSS IH COM – MEALS DELIVERY	1039	1	4	4 %	54
Total					1,467

Table 6-21 Volunteers 70-79 Years of Age

Yearly Total Hours (Percentage)

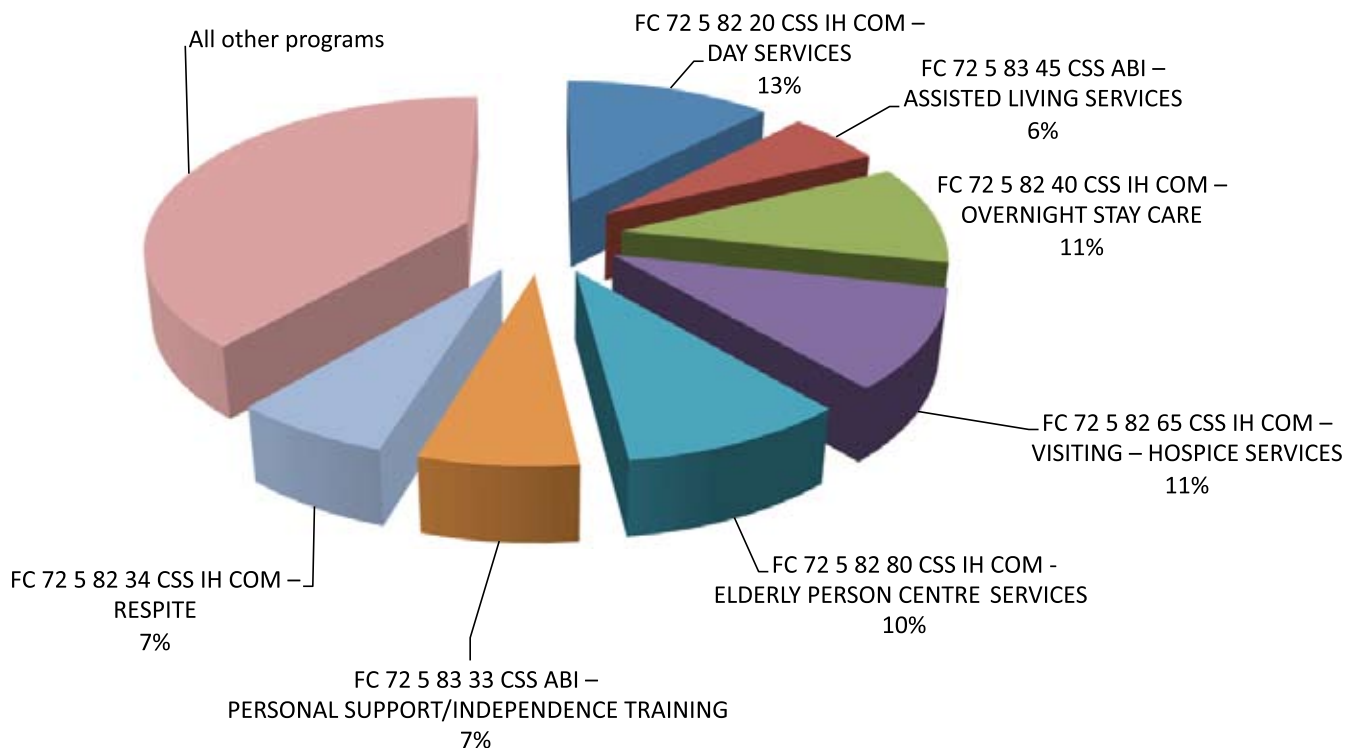


Table 6-22 Volunteer Hours Aged 70-79

DESCRIPTION	Volunteer Hours by Age 70-79		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: 70-79	Position: Volunteers Organization Expenditure: All Services Funded: All	FTE: N/A Standard Deviation: N/A
DATA SET	Number of Agencies: 208	Number of Staff: N/A	Number of Volunteers: 2061
DISCLAIMERS & CAVEATS	For simplicity reasons, all services with less than 6% of the total yearly hours are not included.		

6. VOLUNTEERS

Volunteers 80+ Years of Age

Volunteer Hours Per Service					
Total # of Agencies = 208		Total volunteer participation = 844			
Services	Number of Volunteers	Hours Per Service (Weekly Average)	Hours Per Service (Monthly Average)	Yearly Total Hours (Percentage)	Yearly Total Hours (Actual)
FC 72 5 82 80 CSS IH COM – VISITING – SOCIAL AND SAFETY	327	1	3	3 %	31
FC 72 5 82 20 CSS IH COM – DAY SERVICES	51	4	18	21 %	221
FC 72 5 82 32 CSS IH COM – HOME MAINTENANCE	8	0	0	0 %	4
FC 72 5 82 15 CSS IH COM – CRISIS INTERVENTION AND SUPPORT	111	0	0	1 %	6
FC 72 5 50 96 10 COM HEALTH PROMOTION EDUCATION – GENERAL GERIATRIC	5	0	0	0 %	4
FC 72 5 82 65 CSS IH COM – VISITING – HOSPICE SERVICES	21	4	17	19 %	203
FC 72 5 82 80 CSS IH COM - ELDERLY PERSON CENTRE SERVICES	83	3	13	14 %	150
FC 72 5 82 05 CSS IH COM - SERVICE ARRANGEMENT/COORDINATION	131	0	2	2 %	24
FC 72 5 82 50 CSS IH COM – CAREGIVER SUPPORT	20	0	2	2 %	21
FC 72 5 82 09 CSS IH COM - CASE MANAGEMENT	109	1	2	2 %	28
FC 72 5 84 10 CSS COM SUP INIT – SUPPORT SERVICE TRAINING	3	1	4	5 %	52
FC 72 5 82 70 CSS IH COM - FOOT CARE SERVICES	31	1	3	3 %	35
FC 72 5 82 55 CSS IH COM – EMERGENCY RESPONSE SUPPORT SERVICES	109	1	2	2 %	28
FC 72 5 82 34 CSS IH COM – RESPITE	1	0	1	1 %	15
FC 72 5 82 14 CSS IH COM – TRANSPORTATION-CLIENT	281	1	4	4 %	45
FC 72 5 82 31 CSS IH COM – HOMEMAKING	114	0	2	2 %	25
FC 72 5 82 33 CSS IH COM – PERSONAL SUPPORT/INDEPENDENCE TRAINING	1	1	4	5 %	52
FC 72 5 82 12 CSS IH COM – SOCIAL AND CONGREGATE DINING	360	0	2	2 %	25
FC 72 5 82 45 CSS IH COM – ASSISTED LIVING SERVICES	122	1	2	3 %	27
FC 72 5 82 10 CSS IH COM – MEALS DELIVERY	317	1	5	5 %	56
Total					1,050

Table 6-23 Volunteers 80+ Years of Age

Yearly Total Hours (Percentage)

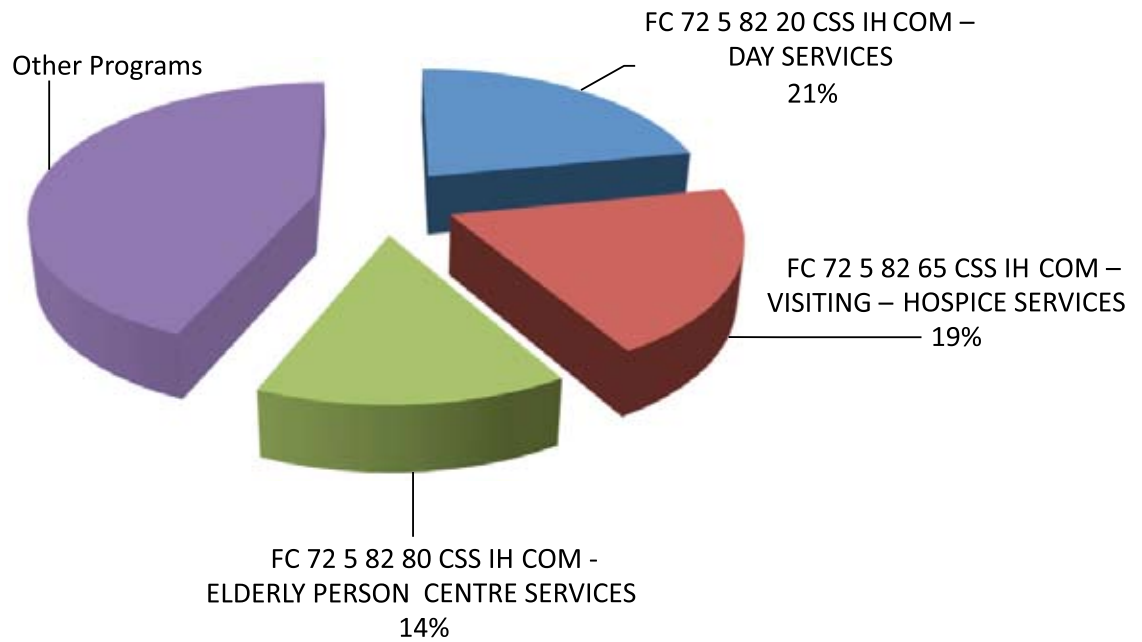


Table 6-24 Volunteer Hours Aged 80+

DESCRIPTION	Volunteer Hours by Age 80+		
REPORT CRITERIA	Fiscal Year: 2009 LHIN: All Age: 80+	Position: Volunteers Organization Expenditure: All Services Funded: All	FTE: N/A Standard Deviation: N/A
DATA SET	Number of Agencies: 208	Number of Staff: N/A	Number of Volunteers: 844
DISCLAIMERS & CAVEATS	For simplicity reasons, all services with less than 6% of the total yearly hours are not included.		

7. APPENDICES

7.1. Appendix A – Listing of CSS Funded Service Codes

FC 72 5 30 40 11 COM IN-HOME HEALTH CARE - NURSING - VISITING
FC 72 5 30 40 50 COM IN-HOME HEALTH CARE - PHYSIOTHERAPY
FC 72 5 30 40 55 COM IN-HOME HEALTH CARE - OCCUPATIONAL THERAPY
FC 72 5 30 40 62 COM IN-HOME HEALTH CARE - SPEECH LANG. PATH
FC 72 5 30 40 70 COM IN-HOME HEALTH CARE - SOCIAL WORK
FC 72 5 30 40 75 COM IN-HOME HEALTH CARE - PSYCHOLOGY
FC 72 5 50 94 10 COM HEALTH PROM. /EDUC - PALLIATIVE CARE INTERDISCIPLINARY
FC 72 5 50 94 90 COM HEALTH PROM. /EDUC - PALLIATIVE CARE PHYSICIAN
FC 72 5 50 94 91 COM HEALTH PROM. /EDUC - PALLIATIVE CARE PAIN AND SYMPTOM
FC 72 5 50 96 10 COM HEALTH PROMOTION EDUCATION - GENERAL GERIATRIC
FC 72 5 50 96 76 COM HEALTH PROMOTION EDUCATION - PSYCHO-GERIATRIC
FC 72 5 82 05 CSS IH COM - SERVICE ARRANGEMENT/COORDINATION
FC 72 5 82 09 CSS IH COM - CASE MANAGEMENT
FC 72 5 82 10 CSS IH COM - MEALS DELIVERY
FC 72 5 82 12 CSS IH COM - SOCIAL AND CONGREGATE DINING
FC 72 5 82 14 CSS IH COM - TRANSPORTATION-CLIENT
FC 72 5 82 15 CSS IH COM - CRISIS INTERVENTION AND SUPPORT
FC 72 5 82 20 CSS IH COM - DAY SERVICES
FC 72 5 82 31 CSS IH COM - HOMEMAKING
FC 72 5 82 32 CSS IH COM - HOME MAINTENANCE
FC 72 5 82 33 CSS IH COM - PERSONAL SUPPORT/INDEPENDENCE TRAINING
FC 72 5 82 34 CSS IH COM - RESPITE
FC 72 5 82 35 CSS IH COM - COMB. PS/HM/RESPITE SERVICES
FC 72 5 82 40 CSS IH COM - OVERNIGHT STAY CARE
FC 72 5 82 45 CSS IH COM - ASSISTED LIVING SERVICES
FC 72 5 82 50 CSS IH COM - CAREGIVER SUPPORT
FC 72 5 82 55 CSS IH COM - EMERGENCY RESPONSE SUPPORT SERVICES
FC 72 5 82 60 CSS IH COM - VISITING - SOCIAL AND SAFETY
FC 72 5 82 65 CSS IH COM - VISITING - HOSPICE SERVICES
FC 72 5 82 70 CSS IH COM - FOOT CARE SERVICES
FC 72 5 82 75 CSS IH COM - VISION IMPAIRED CARE SERVICES
FC 72 5 82 77 CSS IH COM - DEAF, DEAFENED AND HARD OF HEARING CARE SERVICES
FC 72 5 82 80 CSS IH COM - ELDERLY PERSON CENTRE SERVICES
FC 72 5 83 20 CSS ABI - DAY SERVICES
FC 72 5 83 30 CSS ABI - VOCATIONAL TRAINING AND EDUCATION SERVICES
FC 72 5 83 33 CSS ABI - PERSONAL SUPPORT/INDEPENDENCE TRAINING
FC 72 5 83 45 CSS ABI - ASSISTED LIVING SERVICES
FC 72 5 84 10 CSS COM SUP INIT - SUPPORT SERVICE TRAINING
FC 72 5 84 20 CSS COM SUP INIT - SELF MANAGED ATTENDANT SERVICES
FC 72 5 84 30 CSS COM SUP INIT - PERSONAL SUPPORT WORKER TRAINING

7.2. Appendix B - Pension Information

A **defined benefit pension plan** guarantees a predictable monthly payment at retirement, calculated by using an established formula with some combination of the employee's salary, years of service and/or age.

A **defined contribution pension plan** will provide a payment/payout at retirement that will be determined by the amount of money contributed during the life of the plan and the performance of the stock or investments used.

A **hybrid pension plan** contains a mixture of defined benefit and defined contribution features in a single plan design.

7.3. Appendix C – Position Descriptions

CEO/Executive Director	“Chief Executive Officer/Executive Director” is the position that reports directly to the Board of Directors. If the home and community care program/service is part of a larger bureaucracy (for example, a home for the aged), this category is used to report the salary of the person in charge of the home and community care services.
Program Director/Manager	“Program Director/Manager” is an individual to whom Supervisor(s) report. This individual may be responsible for several departments or the delivery of several services.
Supervisor	”Supervisor” is an individual to whom paid direct service workers report.
Volunteer Coordinator	“Volunteer Coordinator” is an individual whose sole responsibility is the management of volunteers within the agency. Duties will include, but are not restricted to: recruitment, retention and sometimes training of volunteers.
Service Coordinator	“Service Coordinator” is an individual providing direct service to clients who is responsible for the supervision of volunteers providing direct service to clients. The Service Coordinator does not supervise paid staff.
Field Supervisor	“Field Supervisor” is an individual responsible for supervising all aspects of scheduled service delivery provided by PSWs.
RN	Registered Nurse
RPN	Registered Practical Nurse
Direct Service Worker	“Direct Service Worker” in Community Service sections of the tables is an individual who provides service to clients. This individual may work with volunteers in the provision of service to clients but does not have “coordinator” responsibilities for volunteers.
Direct Service Worker (Non-PSW)	<p>“Direct service worker (non-PSW)” is the unregulated health worker who provides homemaking and personal support services. This category is for workers without a PSW certificate, though they may have some other level of training.</p> <p>Due to the varying levels and degrees of support from unregulated professionals in CSS, this category also captured administrative staff, IT support, etc.</p>
Personal Support Worker (PSW)	“Personal support worker (PSW)” - in-home care is the unregulated health worker who provides homemaking and personal support services. This category is for workers that have completed the Personal Support Worker (PSW) program.
Attendant Care Worker	Attendant care worker” is an unregulated health worker who provides homemaking and personal support services to people with permanent physical disabilities who require assistance with the activities of daily living. The training for this position is normally the Personal Attendant modules of the PSW program.

7.4. Appendix D – CSS Service Definitions

FC 72 5 30 40 11 COM In-Home Health Care - Nursing - Visiting

For CSS, pertaining to the activities related to promotion of health, assessment, provision of care and treatment of health conditions by supportive, preventive, therapeutic, palliative and rehabilitative means in order to attain or maintain optimal function; through the practice of nursing.

FC 72 5 30 40 50 COM In-Home Health Care – Physiotherapy

Pertaining to the area where the provision of services is primarily to the prevention or alleviation of movement dysfunction in people. For CSS, pertaining to the provision of physiotherapy services to meet the service recipient care and support needs.

FC 72 5 30 40 55 COM In-Home Health Care - Occupational Therapy

Pertaining to the provision of occupational therapy services to service recipients with physical disabilities. For CSS, the provision of occupational therapy services to service recipients with disabilities that impact their physical capabilities, such as Arthritis.

FC 72 5 30 40 62 COM In-Home Health Care - Speech Lang. Path.

Pertaining to the prevention, evaluation, treatment, and management of language, speech, and speech-voice disorders. For CSS, the activities may include assessment of speech, hearing and language functions and the treatment and prevention of speech, hearing and language dysfunctions or disorders to develop, maintain, rehabilitate or augment oral motor or communication function. Treatment and management related to communications strategies such as aids and adaptations to converse and exchange ideas, preventing deterioration and/or enhancing hearing may also be included to meet service recipient needs. The service may include rehabilitation and communication training, restoration services, technology, audio and speech sessions provided by trained specialists. The service includes long-term therapy to service recipients with communication disorders arising from stroke, ABI and other brain diseases.

FC 72 5 30 40 70 COM In-Home Health Care - Social Work

Pertaining to helping service recipients and their families deal with personal, socio-economic and environmental problems which influence the SRs' condition. For CSS, to enable SRs and families to develop the skills and abilities necessary to optimize their functioning and thus reduce the risk of psycho-social breakdown, through a trained professional. A phone visit may occur when the social workers contact with the SR through telephone or email to provide services, as outlined in the definition.

FC 72 5 30 40 75 COM In-Home Health Care – Psychology

Pertaining to services provided by a registered psychologist to meet the service recipient's care and support needs. For CSS, the services may include assessment, consultation, design of behavioural management programs and training/supervision of staff who implement the behavioural management programs with SRs and their families.

Psychologists may perform preparation or supervision work related to the SRs, which will be reported under the relevant compensation account (e.g. F. 390** and S. 390*). A visit will be recorded when an encounter occurs with the SR to provide service, mostly face-to-face. Report group statistics where applicable.

FC 72 5 50 94 10 COM Health Prom. /Educ - Palliative Care Interdisciplinary

For CSS, this service includes introductory, advanced and enhanced palliative care education to front line health care staff. The education plan may include, but is not limited to, courses, refresher days, mentoring programs and videoconference options. The course will use a variety of instructional methods, including coaching, course presentation and distance learning. Normally, a session is for 6 hours.

Palliative/End of Life Care Networks and Palliative Pain and Symptom Management Consultants (PPSMCs) will act in an advisory capacity in planning, implementation and evaluation of the local area's palliative/ End of Life care education needs. PPSMCs will also support learners through ongoing coaching and mentoring.

FC 72 5 50 94 90 COM Health Prom. /Educ - Palliative Care Physician

For CSS, this service provides advanced palliative education primarily to physicians only. The focus is on supporting health care providers to attain competency with advanced palliative care skills. The services can be provided in the format of group session and one-on-one physician mentoring.

FC 72 5 50 94 91 COM Health Prom. /Educ - Palliative Care Pain and Symptom

For CSS, pertaining to support service providers in home care providers (CCACs and contracted providers), long-term care homes, community support services and primary care by providing access to Palliative Pain and Symptom Management Consultants, who are nurses (RN or RN/EC) with palliative care expertise and training. These positions provide consultation, education, mentorship and linkages to palliative care resources across the continuum of care. The service may include assisting service providers in the application of the Model to Guide Hospice Palliative Care, assessment tools and best practice guidelines; consultation to service providers in person, by

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telephone, by videoconference or through e-mail regarding care, e.g. assessment and management of pain and other symptoms case-based education and mentoring for service providers; helping to build capacity amongst front line service providers in the delivery of palliative care; and linking providers with specialized hospice palliative care resources.

FC 72 5 50 96 10 COM Health Promotion Education – General Geriatric

Pertaining to promoting health, and educating the community, including the public, professionals, and other sectors about general geriatrics. For CSS, the services focus on promoting health, public awareness and educating Alzheimer disease and related disorders. This may include local public education activities to raise awareness, recruit and train volunteers with knowledge of the disease, develop/facilitate family or significant others support groups and coordinate/implement training events for volunteers, significant others, staff and other target groups.

FC 72 5 50 96 76 COM Health Promotion Education - Psycho-Geriatric

Pertaining to promoting health, and educating the community, including the public, professionals, and other sectors about psycho-geriatrics. For CSS, psycho-geriatric consulting resource are involved in activities that include Geriatric Assessment Service (provides professional assessment services to service recipients and consultation with family members and professionals), ongoing consultation (assistance with onsite/home assessment, care and treatment planning) and training. This also includes external support through education and training to front line staff of long-term care homes and community providers in dealing with service recipients with challenging behaviours due to dementia and/or mental health issues. The education is normally provided in partnership with their sponsoring organization to the long term care homes' psycho geriatric resource, other facility staff and community providers. Where applicable, providers should refer to the policy on the detailed information of the psycho-geriatric consulting resources.

FC 72 5 82 05 CSS IH COM - Service Arrangement/Coordination

Pertaining to the activities that arrange services to be provided in a service recipient's (SRs) home. Generally, the job is beyond the SR's or their caregivers capability to undertake or arrange themselves. The job may be undertaken regularly, occasionally or one time only. The jobs arranged may include home maintenance, repair and homemaking and respite services. The entity may use brokerage, contractors and/or volunteers for the services. The funding is not for the labour and transportation cost of providing the services at the SRs' residence.

FC 72 5 82 09 CSS IH COM - Case Management

Pertaining to the function where assessment, service planning and coordination services are provided to meet the service recipient's service goals and expected outcomes. In CSS, the function is primarily associated with activities related to the

engagement, assessment of client eligibility for service, service planning and coordination of community support services. Generally, this FC is used when there is dedicated resource to perform case management activities.

This includes assessment of care needs, determination of eligibility for specific services and overall coordination of service provision for SR and coordination of those eligible for multiple services. In specific situations, the outcome may include referring the SRs to other providers after the assessment. Case management may be applicable to day services, respite and homemaking services, etc.

Note: Case management is not an intake process. Some organizations perform intake without case management activities. Whereas, case management covers a broader approach to SR's care, intake focuses on gathering information (in person or over the phone) related to specifics of service delivery and is relatively a less labour intensive process compared to the case management activities.

FC 72 5 82 10 CSS IH COM – Meals Delivery

Pertaining to activities that arrange meals delivery to service recipients (SRs) at their residence to meet their nutritional requirements. The meals are delivered by volunteers who may provide a regular social contact and check the health and safety of the SR.

Report at combined level or the detailed level, i.e. number of hot, frozen and side dishes individually.

The number of meals delivered can be reported at combined or detailed level but not both.

- Meal (combined) = For 1 hot meal, count as 1; for 1 frozen meal, count as 1; for side dish (additional order) – count every 2 side dishes as 1 meal.
- Hot meal = up to 3 course meal.
- Frozen meal = 1 meal package which usually comes with a side dish.
- Side Dish = Additional order, excluding beverage, such as a salad, soup or dessert. Count only when purchased separately, i.e. when not included under the 3-course hot meal or frozen meal.
- Field to Table and Snack Boxes = 2.5 and 0.25 meal respectively. These are based on the relative costs to a meal and are recorded by providers offering grocery-type shopping and delivery services.

FC 72 5 82 12 CSS IH COM – Social and Congregate Dining

Pertaining to coordination of and delivering services and activities that promote health and wellness, and provide social activities based on needs of service recipient (SR) groups with the goal of maintaining or promoting their wellness. The services, may or may not include a nutritious meal, are for the SRs who are either in receipt of or eligible to receive other long-term care community services. The social activities may include recreation activities such as swimming, cards and crafts.

FC. 72 5 82 14 CSS IH COM – Transportation-Client

Pertaining to activities that arrange to provide transportation to medical appointments, shopping and to various social activities and programs. Transportation is provided by the entity's staff or volunteers to eligible service recipients using private cars, entity's vehicles, and public transportation or assisting the service recipient to walk to the destination. This is a door-to-door service.

FC 72 5 82 15 CSS IH COM – Crisis Intervention and Support

Pertaining to the service provided to service recipients with different types of crisis needs. For CSS, the service provides crisis intervention and support in critical situations until the situation is stabilized and a follow-up plan is in place. The target groups are vulnerable and at risk seniors, persons with physical disabilities and/or their significant others. This includes people facing homelessness, a critical or impending change in life situation, abuse or isolation. A case coordinator is responsible for problem identification, direct service, service coordination and discharge planning. The services must be delivered through a provider offering other community support services.

FC 72 5 82 20 CSS IH COM – Day Services

An integrated support service which provides supervised programming in a group setting for SRs who require close monitoring and assistance with personal activities (e.g. hygiene, dressing, etc.) The SRs include the frail and elderly and those with Alzheimer disease or related disorders, or physically impaired individuals who are relatively independent and can manage certain personal activities. Individuals may attend this service for five to twelve hours on average for a fee. This service assists the participants to achieve and maintain their maximum level of functioning, to prevent early or inappropriate institutionalization and provides respite and information to their significant others. Components of the service include planned social and recreational activities, meals, assistance with the activities of daily living and minor health care assistance; e.g. monitoring essential medications.

FC 72 5 82 31 CSS IH COM – Homemaking

Pertaining to the activities that assist service recipients living in home with shopping, light housekeeping, meal preparation, paying bills, caring for children and laundry and training the person to perform these activities. The funding is for both the administration/coordination costs of providing the service to eligible SRs as well as the labour and transportation costs of providing the service. The SR is responsible for the direct cost of service, i.e. shopping items, food, etc. For services under the Homemaking Nurses Services Act, the services will be provided by hired employees or contracted resource through a claims based program, on a monthly basis.

FC 72 5 82 32 CSS IH COM – Home Maintenance

Pertaining to the activities to undertake a home maintenance and repair for service recipients (SRs) through individual workers. For CSS, this service is also provided to eligible First Nations

SRs. Generally, the job is beyond the SR's or their significant others' capability to undertake or arrange themselves, friend or family. The job may be undertaken regularly, occasionally or one time only. Examples include heavy house cleaning, snow shovelling, washing outside windows, seasonal housecleaning and cleaning out wood burning stoves, etc.

FC 72 5 82 33 CSS IH COM – Personal Support/ Independence Training

Pertaining to services to assist service recipients (SRs) with routine personal hygiene activities, activities of daily living, and train the SR to carry out these activities. This may include the core components of independence training service; through working with SRs and/or family members to teach the activities of daily living and necessary skills to increase personal independence. The skills may be taught include physical development and health, sensory-motor development, communications and social skills, emotional and spiritual development, independent living skills and behavioural management. This service is provided for SRs living with families as well as those living in institutions and making arrangements for living in the community. The services are provided at the SR's residence and may be on a continuous basis.

FC 72 5 82 34 CSS IH COM – Respite

The provision of short or long-term significant others relief within service maximums and available resources through a Personal Support Worker. The service may include homemaking, some personal care, light housekeeping, attendant care, monitoring, supervision, and/or activation.

FC 72 5 82 35 CSS IH COM – Comb. PS/HM/Respite Services

The provision of combined in home support services which may include homemaking, personal support/independence training, home maintenance and respite.

FC 72 5 82 40 CSS IH COM – Overnight Stay Care

An integrated support service which provides overnight service in a group setting for service recipients with Alzheimer disease and related disorders. This service is to provide short-term support or temporary relief for families of SRs, such as during weekends. Components of the service include accommodation, meals, social activities, assistance with the activities of daily living and certain health care assistance, e.g. monitoring essential medications.

FC 72 5 82 45 CSS IH COM – Assisted Living Services

Pertaining to the activities provided to Service Recipients (SRs) who are living in a supportive housing setting and require assisted living services, accessible on a 24-hour basis. This service may include homemaking, personal support, attendant services and core components of independence training. The supportive housing setting is a location where organization may be responsible for providing services to a number of SRs who live in their own units and housing is not a component of the service.

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Organizations providing these services will ensure their staff in various locations are onsite and accessible on a 24-hour basis.

FC 72 5 82 50 CSS IH COM – Caregiver Support

Pertaining to the activities that provide information, education, training and therapeutic counselling that will assist the service recipient (SR) who is the caregiver. For this service, a SR is the caregiver or family member(s) and/or other service providers for the purposes of providing care and support to a particular individual directly or indirectly. The service provides education which can be either in group or individual sessions, or under the direction of a professionally trained individual and/or one who has demonstrated knowledge and expertise in the SR's area of need for support/counselling. The services may be provided on a time limited and goal-directed basis, target to meet the caregiver's social and emotional needs.

FC 72 5 82 55 CSS IH COM – Emergency Response Support Services

Pertaining to the service that provides an electronic device in a service recipient's (SR) home so that the SR can communicate, in an emergency, with a centre staffed 24 hours a day that can summon emergency help. This service includes billing and repair on the device. Generally, SRs are expected to pay a user fee for the electronic device. The funding may be used to fund those who cannot afford the emergency response system service and to defray administrative fees.

FC 72 5 82 60 CSS IH COM – Visiting – Social and Safety

Pertaining to coordination and delivery of the activities that provide a contact to a service recipient (SR) on a regular basis to check the health, safety and social needs of the SR. The SRs may be isolated seniors, physically disabled adults, persons with Alzheimer disease or other dementias, or their significant others. The contact can be through a phone call (phone visit) or face to face visit. The face to face visits are made to the SR's home and volunteers may also perform shopping or take the SR out for daily living activities, e.g. banking, social event.

FC 72 5 82 65 CSS IH COM – Visiting – Hospice Services

Pertaining to a support service where volunteers are recruited, matched with service recipients (SRs) and supervised to provide emotional, social and spiritual support to those who are living with a life-threatening or terminal illness and their families. The services may be offered in group counselling format. This service is not professional grief counselling. Volunteers may also provide respite and bereavement support. The primary target of bereavement support is significant others of individuals who were receiving hospice services but the individual who has the illness may be the support target in some situations. Generally, the SR will be matched with one volunteer. The case manager will usually be a nurse or a trained professional who may provide coaching and support to the volunteers. More than one volunteer may be provided where a volunteer is required to stay with a service recipient for long periods of time, and on occasion for 24-hour periods. The hospice volunteer supplements the

support of family or in some situations, is the only source of support for the SR.

FC 72 5 82 70 CSS IH COM - Foot Care Services

Pertaining to the activities that arrange for individuals trained for foot care to provide services in a congregate setting. Service includes trimming toe nails, monitoring the condition of feet, soaking and may include massaging feet. A fee is charged to cover some of the direct cost of supplies and the individuals who provide the service. Funding support is limited to administrative cost of arranging the service.

FC 72 5 82 75 CSS IH COM – Vision Impaired Care Services

Pertaining to the services provided by trained specialists; such as independent living specialists, low vision specialists, rehabilitation teachers, vision rehabilitation workers and orientation and mobility specialists; to vision impaired service recipients. Services include assessment, rehabilitation teaching, orientation and mobility, low vision rehabilitation and assistive technology.

FC 72 5 82 77 CSS IH COM – Deaf, Deafened and Hard of Hearing Care Services

Pertaining to counselling and support service for deaf, deafened or hard of hearing service recipients (SRs), their families and significant others provided by hearing care counsellors and communication disorder assistants. The service includes identification, assessment, education/training, coping and consultation related to hearing loss and deafness. This program is provided in home-based setting to seniors and adults with acquired hearing loss. General Support Services are provided by counsellors primarily office based to SRs who are deaf, deafened or hard of hearing, their families, significant others in a cultural/linguistic approach.

Information, education and training about hearing loss issues are provided to the public and service providers. The service may include long-term support to SRs with communication disorders arising from stroke, ABI and other brain diseases.

FC 72 5 82 80 CSS IH COM - Elderly Person Centre Services

Pertaining to coordination and delivery of activities and services provided to the elderly aiming at reducing isolation as well as promoting and maintaining health, well-being, safety and independence. The activities are offered at community based centres and may be of educational, physical, recreational and social nature. This functional centre is to be used by providers receiving funding under the Elderly Persons Centres Act.

FC 72 5 83 20 CSS ABI – Day Services

An integrated support service which provides supervised programming in a group setting for service recipients (SRs) living with the affects of an Acquired Brain Injury (ABI). The SRs require assistance or supervision to perform routine activities

of daily living safely or independently as a result of the effects of an ABI. SRs may attend this service for two to twelve hours on average and may or may not pay a fee. This service assists the participants to achieve and maintain their maximum level of functioning and self respect as well as provides respite to their significant others. Components of the service include work structured day, planned social and recreational activities, meals, and minor health care assistance; e.g. monitoring essential medications.

FC 72 5 83 30 CSS ABI – Vocational Training and Education Services

A support service which provides vocational training and education information to service recipients (SRs) with acquired brain injury to assist them to enter the work force or education system in the community. This service is for SRs who are expected to restore or improve functional ability. The service can be offered in a series of sessions for up to a pre-determined duration per week.

FC 72 5 83 33 CSS ABI – Personal Support/Independence Training

Pertaining to services to assist acquired brain injury service recipients (SRs) with routine personal hygiene activities, activities of daily living, which may include homemaking services, and train the SR to carry out these activities. This may also include personal support, respite and the core components of independence training service; through working with SRs and/or family members. The skills that may be taught include physical development and health, sensory-motor development, communications and social skills, emotional and spiritual development, independent living skills and behavioural management. This service is provided for SRs living with families as well as those living in institutions and making arrangements for living in the community. The services are provided at the SR's residence and may be on a continuous basis.

FC 72 5 83 45 CSS ABI – Assisted Living Services

Pertaining to the activities provided to Service Recipients (SRs) with acquired brain injury who are living in a supportive housing setting and require assisted living services, accessible on a 24-hour basis. The services may include, but not limited to, homemaking, personal support and attendant/ personal hygiene services. This service may also include the core components of independence training service and SR specific behavioural management programs developed and/or supervised by the professional service funded through the Psychological services. The supportive housing setting is a location where organization may be responsible for providing services to a number of SRs who live in their own units and housing is not a component of the service. Organizations providing these services will ensure their staff in various locations are onsite and accessible on a 24-hour basis.

FC 72 5 84 10 CSS Com Sup Init – Support Service Training

Pertaining to the activities that provide information, education and training that will assist the service providers or support the growth and development of organizations for the purposes of supporting the service recipients directly or indirectly. The services may be provided on a goal-directed basis as well as promoting the concept and value of volunteerism. The service can be in group or individual sessions.

This service may apply to CSS service providers, general volunteers and volunteers for hospice services, First Nations or Aboriginal organizations and self organizations, etc. The First Nations service includes support for their members with information, referral, advocacy and access to mainstream long-term care services.

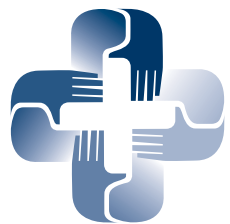
FC 72 5 84 20 CSS Com Sup Init – Self Managed Attendant Services

Pertaining to coordinating and supporting the service of paying service recipients directly for fees that enable them to individually recruit, manage and pay for their own attendants, i.e. become an employer with all the associated responsibilities of being an employer. Payment to SR is generally based on a fixed amount.

FC 72 5 84 30 CSS Com Sup Init – Personal Support Worker Training

Pertaining to the activities that provides personal support worker (PSW) training to a selected number of current employees of providers or companies that have contracts to provide Homemaking/Personal Support/Attendant/Respite Service to CCAC and provider that receive ministry funding to deliver assisted living services and adult day programs. The training is provided by community colleges, private vocational schools and some Boards of Education to train adults.

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