



Annual Report

2022 – 2023

Our team continues to lead and support families in improving quality of life in long-term care.

Table of Contents

A Letter from our Executive Director	4
A Letter from our Board Chair.....	6
Programs and Services	8
Consultation and Conflict Resolution.....	8
Education and Presentations	8
Webinars and Conferences.....	9
Staff Reports.....	10
Natacha Dupuis – Bilingual Outreach Manager.....	10
Liane Pelissier – Bilingual Client Services Manager	12
Dinesh Ram – EDI Manager.....	14
Cathleen Edwards – Education	16
Tiffany Fearon – Research & Policy	18
Leah Cabral – Communications.....	20
Committee Reports.....	24
Resource Development Advisory Committee (RDAC)	24
Diversity, Inclusion, and Equitable Representation Advisory Committee (DIERAC)	24
Fundraising Committee.....	25
Financial Statements.....	26
Statement of Financial Position	26
Statement of Revenues and Expenditures	27

A Letter from our Executive Director

It seems like I say this every year, but it really does feel like this year was our busiest one yet! Building on the record demand for our services in 2021-22, our team at Family Councils Ontario delivered 63 presentations, held 770 consultations with Family Councils and home staff, and directly supported conflict resolution in 6 different homes, all while continuing our core work. You can see more about our 2022-23 programs and services on [page 8](#). In October of 2022 we launched our new [Curriculum Café](#) educational workshop series developed and delivered an innovative antiracism that you can [read more about here](#), and held two virtual conferences. None of this would have been possible without the diligent work of our [amazing team](#)!

In addition to being remarkably busy, 2022-23 was a challenging year due to the pandemic and the evolving needs and responses of the sector. Our team provided ongoing input to the Minister and Ministry of Long-Term Care on issues related to pandemic response measures, sector staffing challenges, legislative changes, and



more. While we continue to advocate for positive change across the sector and homes that meet the needs of caregivers, we remain buoyed by the strong relationships we have with the Minister and Ministry teams. We will continue to work to make Ontario's long-term care (LTC) homes vibrant places to live, care, and work.

The resiliency and creativity of our team is something to behold. From quickly responding to new and emerging Family Council needs (for example, developing [eLearning modules on facilitating a meeting](#)), to brainstorming ways to deliver an engaging virtual conference, our team

masterfully balances responding to immediate needs while executing long-term priorities. Despite the ever-changing landscape of both non-profit organizations and the long-term care sector, we manage to continue our excellent work while prioritizing the needs and well-being of each member of our team. It is such a pleasure to lead and participate in this team.

Family Councils Ontario's commitment to diversity has deepened as we continue to find ways to embed and center equity, inclusion, and diversity into all aspects of our work. This year we asked some big questions about how racialized, Indigenous, 2SLGBTQ+, non-English speaking, disabled, and otherwise diverse people experience long-term care and Family Councils so that we can improve our services and ensure that they resonate with all users.

From the language in our internal policies to the images we use in training, from acting on our own learning objectives to helping Family

Councils understand how to create more inclusive groups, we are working to improve the services we provide to Ontario's diverse communities and long-term care homes. Diversity is a strength of this province, and, through our work, we want to leverage that strength to help create a long-term care system that honors the needs, experiences, and wishes of the people who live, work, and care in homes across Ontario. [Learn more about our diversity, equity, and inclusion work here.](#)

We are excited to continue to develop creative programs to meet FC needs, work with our government and sector partners to advance change and help create a long-term care system that we can all be proud of.

A handwritten signature in black ink, appearing to read 'Sam Peck', with a long horizontal flourish extending to the right.

Sam Peck, Executive Director
Family Councils Ontario

A Letter from our Board Chair

As a long-term care home administrator, I have seen first-hand the impacts of Family Councils Ontario's work. In my prior work with both the provincial government and AdvantAge Ontario, I have seen how well our organization navigates the long-term care and government environments to respond to the needs of today and develop strategies to get us where we need to be in the future. I am proud to be the Chair of the Board and work with such an amazing team.

The Ministry of Long-Term Care is both our primary funder and key public policy partner. The FCO team is well known for making the most of a small budget and effectively using its resources. We have been told more than once that we "punch above our weight." We thank the government for its ongoing financial support- we know how unique it is to receive ongoing, core funding from the government and we are grateful for the support and trust.

As a public policy partner, Family Councils Ontario has been called on numerous times to provide feedback on legislative and policy changes.

From ongoing work on COVID-



19-related policies to the new legislation, from long-term care staffing discussions to meetings about models of care, our organization provides evidence-informed and caregiver-centered feedback to the government that will help create a better sector.

I want to recognize the Family Councils Ontario team for their hard work over the past year. Their jobs are not always easy, but they show up day in and day out to help caregivers navigate the complex world of long-term care, assist Family Council members and home staff to address issues and challenges, and effectively

use the organization's resources to carry out amazing programs and events. The Board of Directors is comprised of experienced Family Council and community members who are committed to effectively governing the organization and working in collaboration with the staff to ensure that we are meeting our goals. This is an organization that we can all be proud of.

Lastly, I want to thank the Family Council members, long-term care home staff, and sector partners who share our vision that all people in long-term care have a vibrant experience and the best care. There is no FCO

without you. You support us, inspire us, and motivate us to keep developing and delivering innovative programs and services that cultivate effect Family Councils, advance public policy, and mobilize knowledge exchange.

We are grateful for the LTC community and so excited to continue working to improve the quality of life in long-term care.

K. Pilkington
Kathryn Pilkington, Board Chair of
Family Councils Ontario

Programs and Services

We are proud to offer many programs, services, supports, and resources to support families, caregivers, staff, and students across the long-term care sector. Below is a brief summary of our key programs this year.

Consultation and Conflict Resolution

Our Client Services Manager, [Liane Pelissier](#) and Outreach Manager, [Natacha Dupuis](#), are both fully bilingual and skilled in supporting Family Councils and long-term care homes through direct consultation and group conflict resolution. Our goal is to help homes create, maintain, and continue their Family Councils year after year.

If you need support or consultation from Family Councils Ontario, please contact Liane and Natacha at info@fco.ngo

Education and Presentations

Our education portfolio offers an ever-growing library of online resources to support the formation, continuation, and growth of Family Councils. We have a free online eLearning platform offering courses such as:

- [Facilitating a Family Council Meeting](#)
- [Conflict Resolution in a Family Council](#)
- [Family Councils 101](#); and more

Alongside our resources and eLearning which are always available online, we offer a monthly educational workshop series: [the Curriculum Café](#). This program focuses on a key topic of interest to Family Councils and includes monthly webinars and live discussions. The Curriculum Café continues to be an excellent opportunity for networking, brainstorming, and bringing forth questions and concerns.

Webinars and Conferences

As a small but mighty team, we are proud to offer regular live events in support of Family Council members, caregivers, and long-term care home staff and students. This year at our Family Councils as Changemakers conference we welcomed long-term care leaders from across Ontario to provide updates on the state of long-term care, insights into new models of care, and next steps we can all take to improve the quality of life and care in long-term care. If you missed attending the conference live you can always [watch the recordings from our conference online!](#)

In addition to our large-scale virtual conference, FCO also hosted a two day virtual [Innovation Summit](#) in the Fall. This event brought together technology and industry leaders across long-term care and elder care services, with family council members to discuss new technologies and emerging trends. Check out the recordings from the Innovation Summit [here](#).

We continued to host regular webinars and information sessions for families and caregivers on a wide range of topics of interest. Some of these sessions included:

- [CareTO: Investing in our Seniors through Emotion Based Care](#) cohosted with CARP Ottawa
- [Pandemic Response Update Webinar for Families and Caregivers](#) cohosted with the Ministry of Long-Term Care
- [A Journey of Change: From Institution to Home in LTC](#) cohosted with CARP Ottawa
- [Rebuilding Communities through the Reflection Room](#) webinar cohosted with SE Research Centre

Staff Reports

Natacha Dupuis – Bilingual Outreach Manager

As the [Bilingual Outreach Manager](#), most of my role entails working directly with home staff, caregivers, and Family Council members. I help them set up and manage their Family Council. I have attended many Family Council meetings to provide information, do presentations, help the members navigate conflict, and provide feedback on the Family Council's work.

While homes continue to reach out for conflict resolution support, the volume of calls for this type of support is decreasing over time. This is a great trend! We know that conflict is a normal part of life and Family Council work. For this reason we continue to offer our conflict resolution service, which includes educational sessions, meeting with the parties involved in the issue, and providing recommendations designed to address the current issues and prevent future conflict. Our goal is to help the parties heal from the conflict, rebuild trust, and agree on ways to improve how they work together. Trust is everything in relationships!

Two initiatives that I have the pleasure of supporting are the Social Worker & Social Service Worker Community of Practice (SW/SSW CoP) and the French Reseau (province-wide French Family Council network). The SW/SSW CoP is run in collaboration with the Ontario Centres for Learning, Research, and Innovation in Long-Term Care (CLRIs) at Bruyere. The CoP came out of FCO's 2018 research project Supporting Families in Long Term Care, which explored the nature of Social Work & Social Service Work (SW/SSW) in Ontario long-term care homes (LTCH) and how these services were experienced by families and service providers. Social Workers and Social Service Workers reported feeling isolated in their roles and wanted to learn better how to support residents' families. The Community of Practice was born in 2019 and this year has reached twenty regular members who gather for learning and support. It is an honour to connect with this group to provide them with info on how they can support caregivers and Family Councils.

Since its launch, the French Family Council network, le Réseau francophones des Conseils de familles Ontario, has grown to six regular members. This group meets once a month to support French-speaking members of Family Councils across Ontario. I initiated the group and supported its first meetings before supporting the group in becoming self-led. It is exciting to see that they continue to meet regularly to provide support to the French-speaking Family Council members across the province.

Looking Ahead:

I am exploring ways to support and enable more networking between Family Councils from different homes. Building on the success of the French Family Council network I will be initiating a province-wide English network. This provincial network will provide opportunities for local network leaders and Family Council members to connect and engage in learning and support. We will be leveraging the power of technology to shorten the (often very lengthy!) distances between Family Councils from across the province. [Stay tuned for more info!](#)

We also want to provide structured opportunities for administrators and home leaders from different homes to connect with each other and us to discuss their challenges, successes, and questions related to supporting their home's Family Council. We know that supporting each side of the family-LTC home staff relationship is the only way to promote collaborative and effective relationships amongst Family Councils and long-term care homes.

And, of course, I will continue to connect with Family Councils and homes to see if they need support. [Connect with me for support with your Council!](#)

Liane Pelissier – Bilingual Client Services Manager

What a difference a year makes! We have seen some improvements in communication with families and in (re)building trust between them and home staff in long-term care. Our Transition Information Package project is well underway! Soon, we will have a new resource co-created with family caregivers that will provide new and potential long-term care caregivers with the information they may not have even known they needed. We are excited by what we have accomplished over the last year and what is yet to come.

Many licensees have invested in training for their staff to help close the relational gap between families and staff and to work towards collaboration in improving the quality of care in the home. We have been approached by both home administration and Family Councils, to get assistance on how to improve collaboration. In response, our team has re-vamped some of our presentations to focus on collaboration and the Family Council's concern. We have received feedback from homes that the strategies, tools, and resources offered by Family Councils Ontario have been instrumental and effective in cultivating effective Family Councils. We have also been able to help homes re-establish their Family Councils following a turnover in membership. This prompted the development of [succession planning](#) guidelines and [recruitment strategies](#) to increase membership. These workshops and resources will help homes and families better understand how to plan for Family Council member turnover and develop creative ways of engaging new members.

After pausing in-person presentations due to the pandemic, some of our team members have been able to do in-home presentations once again! It has been great to connect in person and see some of the beautiful homes in the sector. In 2022-23, we did over 50 presentations on topics including why Family Councils matter, elections, recruitment and more. [You can find a full list of our presentation topics online.](#)

We have made progress on our Transition Information Package. Once completed, this will be a must-have resource for any prospective or new LTC caregiver – it will contain information on how the LTC system works, what caregivers can expect from the home, and beyond! We know that there is plenty of information out in

the world, but this will be the first “one-stop shop” type of resource, pulling together information from those many sources. To help us identify what people really need to know, we released a survey that asked families questions related to their admission experience as well as access to information prior to and leading up to admission. We received great feedback and an impressive number of responses. Our next step will be to create and hold focus groups to gather more information about what families need to know in the lead-up to their residents moving into long-term care. Over the coming year, we will work on compiling the information and start putting together the document.

We have also been busy supporting the sector and its work with caregivers. In collaboration with Advantage Ontario, our team participated in an education series focused on the Palliative Approach to Care. We delivered a presentation and offered strategies for building family and caregiver trust. Another great moment of collaboration is the Palliative Approach to Care Project for Families from the Ontario Centres for Learning, Research, and Innovation in long-term care. Our two teams meet monthly to brainstorm, share best practices, and discuss ways on how families can best be supported in their journey as caregivers in long-term care. Through partnerships like these we can increase our impact and improve how the sector supports family engagement in long-term care.

Looking Ahead:

I am excited about some other great partnerships that have been formed this year. One is with Extendicare and their new REACH program (Resident Experience Action Council for Homes). REACH aims to develop strategies to support resident and family engagement. Our team will play a role in sharing best practices and emerging areas of interest when it comes to family engagement.

We greatly value our continued partnership with Deborah Bakti and her expertise and leadership in supporting families and staff on building relationships. Deborah helps families and staff to enhance their communication with the continued goal of improving quality of life in Long Term Care. To learn more about our work together, [check out these videos on YouTube.](#)

One of the strengths of our team is our ability to balance delivering our core programs while simultaneously developing new and innovative projects and

services. It has been an exciting time as we create new partnerships and work on new projects. And I cannot wait to see what the new year brings!

Dinesh Ram – EDI Manager

What a year and what an enormous amount of gratitude I have for the Family Councils Ontario team in creating so many growth opportunities in long-term care. We are always brainstorming value-adding conference speakers, innovative educational materials, and ways to get families involved in our work.

The Equity, Diversity and Inclusion (EDI) portfolio has been leading programs to address inequity in long-term care. One of those ways includes the Building Bridges program which began in March 2022 as a wish to address racism and anti-hate in long-term care. A huge thank you to the Ministry of Citizenship and Multiculturalism Anti-Racism Anti-Hate grant, Ontario Caregivers Organization, participating homes, and the numerous stakeholders who joined us for training, workshops, and conversations. On behalf of our team, we are grateful for your participation in making the long-term care space one of belonging, safety, and community.

A few highlights of the Building Bridges program include:

- providing training and education to almost 200 people, both online and in-person.
- We ventured out to safe locations and provided Nonviolent Communication training the old-fashioned way.
- We created almost 100 opportunities for residents, caregivers, and staff to get actively involved in anti-racism discussions.
- We discussed best practices and presented the program at two national conferences— Ontario Long Term Care Association (OLTCA) and Advantage Ontario.

Overall, staffing shortages and burnout meant that long-term care staff struggle to do their own work and feel burdened with the workload of missing staff. As the pandemic laid bare to us all, lower-level workers in long-term care are underpaid and overworked; and, more importantly, BIPOC (Black, Indigenous + People of Colour). They too experienced a pandemic, but while most of the general

population were told to stay home and isolated, we witnessed this BIPOC labour force on the frontlines. Three years from when the pandemic first began, as incidents of racism grow homes have little capacity to protect this known oppression.

Looking Ahead:

We hoped through the Building Bridges program to provide some respite and empowerment for the BIPOC LTC community through Compassionate Inquiry and Nonviolent Communication. We have seen success already with people gathering to learn, share, and build relationships with each other – all with the goals of building community, addressing and reducing harm, and creating environments where racism is eliminated, and everyone thrives. As the program continues into Fall 2023, we hope to affect even more positive change in the sector.

Thank you to the BIPOC and non-BIPOC folks who were able to participate in the Building Bridges program and are actively creating safe spaces. We look forward to the day when racism is over, and humans are treated equitably.

Cathleen Edwards – Education

It's been a busy year filled with many new and exciting initiatives! Much of the work in the Education portfolio was supported by the efforts of 6 students from the Toronto Metropolitan University Bachelor of Social Work program who completed their placement with us from September 2022 to April 2023. We always love having students do their placements with us as they bring new ideas to the team, get exposure to the world of long-term care, and hopefully consider a future career in the sector.

This year, students worked on creating an updated “Family Council Starter Kit,” policy briefs on Mental Health Supports and Palliative Care resources available to Caregivers in long-term care. I would also like to express my appreciation to the members of the [Resource Development Advisory Committee \(RDAC\)](#) who provide their insight and feedback on the resources available through Family Councils Ontario. Our placement students and the RDAC played a key role in providing input in the planning for our two in-house events, the Fall [Innovation Summit](#) and our annual Virtual Conference in June. [Check out the recordings of those sessions on our YouTube channel.](#)

I am excited to share that our expertise in supporting Family Councils was recognized by Sienna Senior Living who invited us to provide insight in support of their Peer Support initiative as part of their revised move-in experience for residents and families. We provided information on strategies for effective peer support which will help the homes implement the new Peer Support program for incoming caregivers. Homes implementing this program will leverage existing Family Councils to recruit individuals to serve as Mentors. This initiative's hope is to support a better transition for family/friends of new residents while raising awareness of the existence of Family Councils within each long-term care home community.

With COVID restrictions loosening and the return of in-person events throughout the sector, I presented sessions at both the OLTC *Together We Care* and Advantage Ontario Conferences in the Spring of 2023. Our sessions *Helping Family Councils Regroup and Refocus* and *Strategies to Strengthen Relationships*

with Family Councils were well received, and it was great to connect with attendees and help them develop new ways of working with families.

I am a strong believer in life-long learning and bring that philosophy to my work as I create resources that will support Family Councils and members at all stages in their journey.

It was exciting to launch four eLearning modules:

- Family Councils 101
- How to Run a Family Council
- Facilitating a Family Council Meeting; and
- Conflict Resolution in a Family Council

These modules have been successfully completed by 92 individuals.

In October, the FCO team began our Curriculum Café Education Outreach program which consisted of monthly webinars and live discussion sessions focused on specific topics such as:

- Recruitment
- Diversity and Belonging
- Why Family Councils Matter
- Collaborating with Home Staff
- Leadership Models; and
- Understanding the Powers of a Family Council.

Looking Ahead:

After a brief pause for the Summer, our Curriculum Café series will resume in the Fall. [Check out our website for more information on this program.](#)

I am also assisting with the exciting Transition Information project being led by Liane. I have a background in qualitative research and so can use my knowledge and skills in the survey and focus groups stages of the project and help the team ensure that we get the best information possible from caregivers. I will also be overseeing our Needs Assessment Survey Family Councils 360 to help inform our future programs and services based on the needs of Family Councils and

stakeholders working in the Long-term Care Sector to support the work of Family Councils. Our small but mighty team can achieve a lot when we work together!

Tiffany Fearon – Research & Policy

2023 has truly been a year of recalibration and growth for the long-term care sector, our service users, and our staff team. Throughout this past year there were many instances of regrouping and getting “back to basics” in connecting with family caregivers and Family Councils across the province. While many of us navigated the lasting effects of the COVID-19 pandemic, there were moments of optimism and solidarity to guide collective steps forward.

Policy and system planning continued to be a priority as efforts were made to amplify the resident and family experience through various mediums. A major task for the policy portfolio was providing input on the updated amendments for the Ontario Regulation 246/22 under the Fixing Long-Term Care Act, 2021. Our service users shared their thoughts in the areas of staffing, medication management, resident experience, drug administration, and more which informed the feedback we shared at sector roundtables and meetings with the Ministry of Long-Term Care. It is important for the resident and family perspectives to be centered in policy decisions and it’s an honour to help amplify those voices.

Engagement with the Ministry of Long-Term Care didn’t stop there. In addition to ongoing touchpoints, the Ministry enlisted the help of Family Councils Ontario to coordinate virtual consultations throughout the year which included meetings with our [DIERAC](#), [RDAC](#) and smaller groups of caregivers on topics including quality improvement, medication management, IPAC protocols and more. I greatly appreciated the opportunities for honest dialogue to take place between our service users and policymakers and will continue to encourage open communication between the government and those living, working and caregiving in long-term care.

A notable personal and professional highlight from this year was representing Family Councils Ontario on the technical subcommittee for the development of National Standard to promote mental health and well-being in long-term care and assisted living settings. Getting to connect and work with healthcare professionals

and stakeholders from across Canada was nothing short but inspiring! Despite residing in different parts of the country, lasting relationships were made as the subcommittee worked tirelessly to author standards that were inclusive, equitable, person-centered, and reflective of the diverse needs of residents living in long-term care and assisted living situations as well as tools to support families and staff. I look forward to the public consultation period and upcoming steps to finalize this standard that will hopefully lend a hand in improving care delivery and the resident experience.

Education on Family Council and caregiver's great contributions to the sector as well as involvement in system planning increased considerably this year. Through our educational programming, conference sessions, and Family Council presentations, I had the pleasure of sharing updates from the sector, best practices for prompting policy transformation and supporting caregivers to be active and intentional advocates. Education wasn't limited to just our service users as FCO was approached to present at the Ministry of Long-Term Care's new Investigator Training program to highlight the need for partnership with families as partners in care and tools for navigating unique family and resident matters.

With feelings of renewal, I will continue to expand the policy and research portfolio and create more tools and resources with my team to empower families to confidently take a seat at the table and be vehicles of change.

Looking Ahead:

Knowledge mobilization and cultivation of effective Family councils will continue through the dissemination of timely sector updates, directives, announcements and calls for participation. I look forward to guiding the planning and implementation of more user-friendly channels for family caregivers and home staff to share their experiences for timely and ongoing collection of feedback from our service users. We look forward to further assisting the Ministry and our sector partners with identifying families and caregivers to participate in group consultations, interviews, research studies, committees, and communities of practice. Enhancing Family Councils Ontario's presence as a provincial conduit with increased efforts towards sharing sound recommendations and informing long-term care policy decisions will remain a steadfast goal for our team!

Leah Cabral – Communications

Social Media & Website

[Facebook](#)

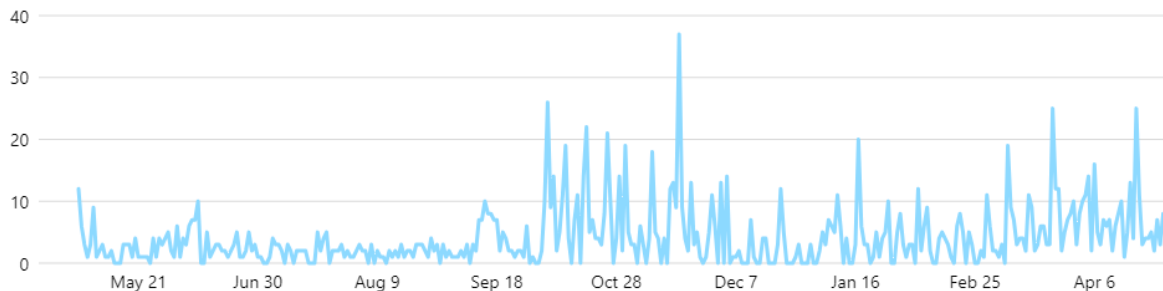
In May 2022 we had 551 followers. In May of 2023 we had 687 followers. This is a 24.68% increase in followership. We posted 39 times per month on average throughout the year, featuring content from stakeholders and partners, information about upcoming events, and opportunities for participation in the sector.

With the takeover of Twitter by new and disruptive management, we will be shifting our weight into Facebook as well as our website and eBulletin.

Page and profile visits

Facebook visits ⓘ

1,526 ↑ 175.5%



[Twitter \(X\)](#)

In May 2022 we had 1014 followers. In May of 2023 we had 1327. This is a 30.86% increase in followership.

We tweeted 43 times per month on average throughout the course of the year.

Despite housing our largest number of followers, Twitter is becoming an increasingly troubling platform to use to engage with our audience. Paid advertising is no longer an option for any organization or individual who is not

paying for verification as well. Additionally, there are regular changes to analytics tracking and back-end features which present a continuous learning curve.

[YouTube](#)

In May 2022 our channel had 100 subscribers. In May of 2023 we had 163. This is a 63% increase in subscribers.

Over the course of May 1, 2022, to May 1 2023 our channel:

- Achieved 8173 views.
- Had 921 total hours of viewing time of our content.
- 69 000 Impressions (How many times your video thumbnails were shown to viewers. Includes only impressions on YouTube, not on external sites or apps.)
- 3.4% Impression Click Through Rate

Our top videos of the year were:

1. [Long-Term Care Regulations Update Webinar](#)
2. [A Journey of Change: From Institution to Home in LTC](#)
3. [Humanizing Dementia Care in LTC](#)
4. [An Overview of the Fixing LTC Act, 2021](#)
5. [Deborah Bakti Video Series](#)

[Website](#)

Google Analytics migrated to GA4 in February 2023. This means that all data prior is stored in GA and all data since is stored in GA4. Comparisons over the course of the fiscal year become difficult however below are data for the KPIs we have been tracking since that time.

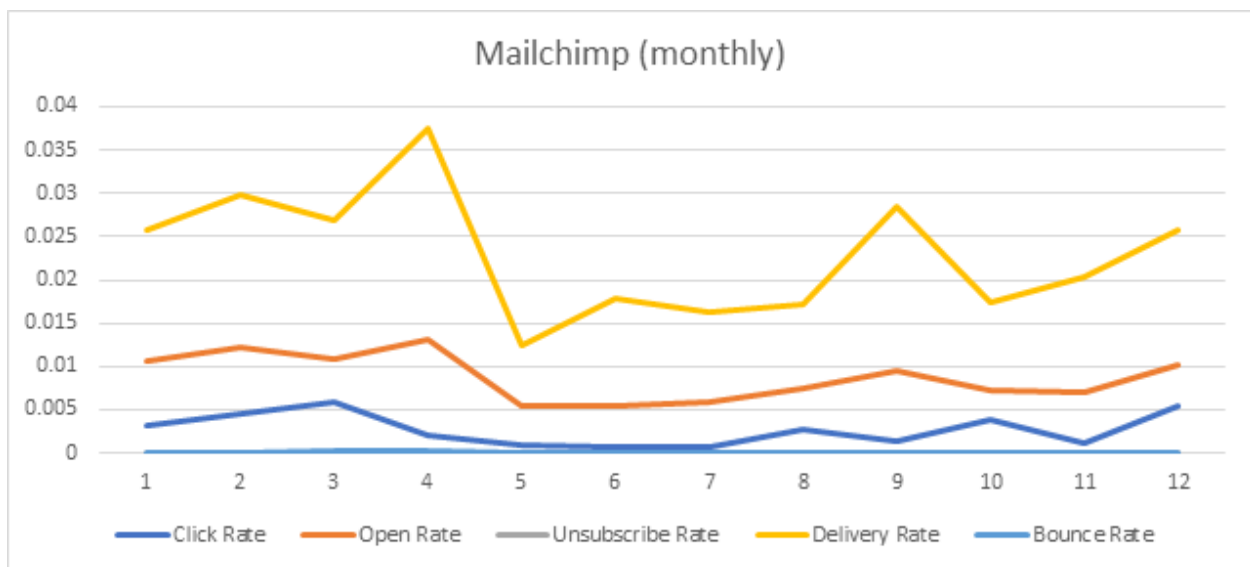
Month:	Jan-23	Feb-23	Mar-23	Apr-23
Users	-	-	1812	1,731
Events/Sessions	-	-	18814	17,046

Pageviews	-	-	6476	5,693
Avg. Engagement Time	-	-	1:23	1:15

[eBulletins](#)

Family Councils Ontario is proud to offer our weekly eBulletin in English online, French online, and Accessible word document format. Our audience has 2286 contacts. 1604 are subscribers. Our eBulletins include a wealth of timely information for caregivers, family council members, long-term care home staff, and those seeking to learn more about the sector.

This year we sent over 100 000 individual emails across all subscriber groups!



Looking Ahead:

My work continues to support our many ongoing events and opportunities. I create and maintain all communications materials and website pages. I am always trying to find creative ways to market our events and services while engaging our audience online.

We recently had the opportunity to translate many of our resources, transcripts, and other materials into French. At the same time, I completed training in

accessible documents and websites. As we update our materials to make them available in French, we are also updating them to make them accessible to anyone using assistive technology or screen readers.

All indications suggest that our content and resources are valuable to a growing number of people. Each month our website traffic and [resource downloads](#) grow! I continue to work toward reaching and supporting more people across the long-term care community. We hope to continue to build on this momentum to increase our followership, reach and impact both online and in homes.

Committee Reports

Resource Development Advisory Committee (RDAC)

We would like to extend a big THANK YOU to the six members of the Family Councils Ontario Resource Development Advisory Committee (RDAC) who take the time to volunteer their expertise providing feedback on new resources and supports for Councils. In 2022/23, the RDAC supported the creation of new eLearning modules focused on communication between Family Councils and Staff. They met with researchers and start up organizations to provide input on the lived experiences of families in the current long-term care ecosystem. Members of the RDAC were helpful in guiding the creation of the work plan for the educational portfolio, highlighting growing needs of Councils for education when it comes to the new Fixing Long-term Care Act.

Diversity, Inclusion, and Equitable Representation Advisory Committee (DIERAC)

From the start, our Diversity, Inclusion, Equitable Representation Advisory Committee (DIERAC) has been integral in enhancing the organization's programming, policy priorities, and incorporation of layered experiences into our collective objectives. For the past 2 ½ years, the committee has been a source of knowledge, solidarity, strength, and peer support for members and the Family Councils Ontario team even throughout extraordinary circumstances. This fiscal year served as somewhat of a time capsule to look back on the committee's contributions and achievements and visualize a bright future.

DIERAC grew at the beginning of this year after a call for participation was shared with our networks. We were elated to have three new individuals join the committee and bring forth experience and acumen from the family and staff perspective. A warm welcome and committee onboarding has led to natural synergy and collaboration, further strengthening the dynamic of this group.

As always, DIERAC played an integral role in bolstering our policy, research and education portfolios. A notable feat included sharing feedback on proposed legislative amendments, medication management and more in a virtual

consultation with the Ministry's Long-Term Care Response Branch, Long-Term Care Policy Division. DIERAC also participated in an insightful two-part session for FCO's "It Starts With Us: Family Councils as Changemakers" conference. The group presentation highlighted the committee's formation, makeup and contributions as a springboard for introducing and utilizing EDI initiatives to strengthen LTC communities.

We look forward to finalizing the first draft of FCO's co-created organizational EDI framework this Fall, engaging with more LTC and community partners and sharing more highlights from our meetings and projects. Our team is immensely proud and appreciative of DIERAC's dedication and look forward to celebrating the committee's 3-year anniversary in the months to come.

Fundraising Committee

Our Fundraising Committee is tasked with supporting the organization's revenue development and diversification. We remain incredibly appreciative of the provincial government's ongoing and reliable funding and are seeking to supplement that to develop and deliver new and creative to support caregivers, Family Councils, and homes across Ontario.

In the 2023-23 fiscal year, we focused on improving our monthly giving program (become a [Friend of FCO](#) today!) to bring on board more individual donors and help us do even more to support Family Councils in long-term care! To date we have eight monthly donors and have hopes of bringing on board more people who share our vision that people in long-term care have vibrant experiences and the best care. We are thankful for all donations made this year, and we have exciting plans to create new and innovative ways to cultivate effective Family Councils and improve the quality of life in long-term care. [Subscribe to our eBulletin to receive all our latest updates to your inbox weekly!](#)

Our next steps are to seek grant funding for new projects and initiatives and to build a robust event sponsorship program that will allow our team to continue delivering high-quality programs and services in an increasingly expensive economy. Together with our community and networks, we will diversify and improve our revenue streams to continue to do our amazing and much needed work!

Financial Statements

Statement of Financial Position

	2023	2022
ASSETS		
CURRENT		
Cash and equivalents	\$ 158 521	\$ 117 837
Harmonized sales tax recoverable	2 463	13 330
Prepaid expenses	2 216	23 359
	\$ 163 200	\$ 154 526
LIABILITIES & NET ASSETS		
CURRENT		
Accounts payable and accrued charges	\$ 49 493	\$ 31 580
Payroll source deduction payable	15 791	17 103
	65 284	48 683
NET ASSETS		
General fund	59 943	50 026
ARAH restricted fund	24 598	39 708
New Horizons restricted fund	13 375	16 109
	97 916	105 843
	\$ 163 200	\$ 154 526

Statement of Revenues and Expenditures

	2023	2022
REVENUES		
Ontario Ministry of Long-Term Care	\$ 672 483	\$ 645 521
Canada Summer Jobs Wage Subsidy	12 220	8 913
Donations	6 710	2 490
Miscellaneous income	2 961	10 681
	\$ 694 374	\$ 669 605
EXPENSES		
Salaries and wages	\$ 560 548	\$ 455 468
Professional fees	30 375	33 542
Meetings and conventions	20 519	8 123
Program expenses	20 145	28 261
Office and general	18 824	28 579
Software and licensing	13 935	11 945
E-Learning Development	4 885	58 245
Telephone	4 509	5 107
Advertising and promotion	4 336	-
Insurance	2 525	2 489
Occupancy Costs	2 205	25 342
Bank charges	1 551	1 966
	684 457	659 097
EXCESS OF REVENUE OVER EXPENSES FROM OPERATIONS	9 917	10 538
RESTRICTED FUNDS		
ARAH Grant (Schedule 1)	(15 110)	39 708
New Horizons Grant (Schedule 2)	(2 734)	8 891
	(17 844)	30 817
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ (7 927)	\$ 41 355