

*Hospitality
Heroes*

GOOD SHEPHERD
REPORT TO THE COMMUNITY
2021-22



Good Shepherd
Faith in people.



RECOVERING AND REBUILDING AFTER COVID-19

This year we continued to experience significant challenges associated with the pandemic. But those difficulties were intensified for the people who are most vulnerable to the disease, either due to health issues or their socio-economic status. Good Shepherd has refused to abandon our commitment to those who need our help. We are proud of our co-workers, who have continued on the front lines of the fight against COVID-19.



In this report we have highlighted the ways that Good Shepherd has pivoted towards recovery and rebuilding. You'll learn about our vaccine initiatives and work that has helped eased the burden placed on our local hospitals during this trying time. You will read about Yusuf and how the Family Centre helped his family overcome barriers to find safe and secure housing. We've also highlighted the variety of educational and wellness programming offered to women, children and seniors.

The success of Good Shepherd's programs and services reflect the caring nature of the people in our community. Thank you for believing in our work and bringing a spirit of hope as we move forward in this "new normal".

We are grateful for your support and honoured to continue delivering on our mission.

Yours in hospitality,

Brother Richard MacPhee, OH
Chief Executive Officer
Good Shepherd

Jackie Bajus
President,
Good Shepherd Centres
Board of Directors

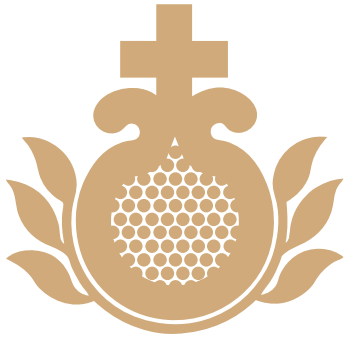
Shari Guinta
President,
Good Shepherd
Non-Profit Homes
Board of Directors

HOSPITALLER ORDER OF ST. JOHN OF GOD PROVINCE OF THE GOOD SHEPHERD IN NORTH AMERICA

The Hospitaller Order of St. John of God is a religious order of the Catholic Church. The Hospitaller Brothers lead Good Shepherd in Hamilton and Toronto through the Hospitaller Brothers of St. John of God – Province of the Good Shepherd in North America.

Good Shepherd's commitment to our mission of *Never Stop Loving* and our dedication to people in need have helped our organization grow to become one of the largest providers of health and human services in the Greater Hamilton Area. The combined services of Good Shepherd Centres and Good Shepherd Non-Profit Homes Inc. include emergency food and clothing; hot meals; emergency shelters for men, youth, families, women and children; transitional housing and education for homeless and street-involved youth; senior support services; hospice palliative care; community mental health programs; and supportive housing.

All money donated to Good Shepherd Centres stays within our organization to benefit vulnerable families and individuals locally.



*Hospitaller Order of Saint John of God
Province of the Good Shepherd in North America*

A MESSAGE FROM THE PROVINCIAL, HOSPITALLER ORDER OF ST. JOHN OF GOD

This year, as we marked the 60th anniversary of Good Shepherd's arrival in Hamilton, I was reminded of how much our services have grown since we opened a men's hostel in Hamilton in 1961.



Now, we provide services from birth to final breath across diverse communities by responding to gaps in service and emerging needs.

In 2015, the Little Brothers of the Good Shepherd returned to their roots and fused with the worldwide Hospitaller Order of St. John of God to create a new province called the Province of the Good Shepherd in North America, thus allowing us to

spread our hospitality throughout the continent.

We are humbled and proud of what has been accomplished these past 60 years. Through commitment to our mission to *Never Stop Loving* and our dedication to hospitality to those in need, we have become one of the largest providers of health and human services in Hamilton and Toronto. None of this could have been achieved without the people who support Good Shepherd every day, whether you are our co-workers, volunteers or donors.

We are forever grateful for your empathy, compassion and generosity toward the people who are marginalized and homeless – and who rely on us for assistance every day.

Sincerely in the Spirit of Hospitality,

Our Mission

We are called to
Never Stop Loving.
Inspired by the Hospitality of St. John of God and rooted in Catholic teachings, Good Shepherd provides person-centred health, housing and human services.

Our Vision

Guided by our
Faith in People,
we are committed to working together to build healthy and resilient communities founded on the principle of social justice for all.

Our Values

Hospitality, as inspired by St. John of God, is at the heart of Good Shepherd's mission. This means that we welcome all people with compassion, acceptance and a spirit of generosity; creating opportunities for transformation.

Hospitality embodies our values of:
Responsibility • Availability
Adaptability • Quality
Dignity

A MESSAGE FROM THE CHIEF DEVELOPMENT OFFICER

While our communities experienced multiple lock downs, Good Shepherd ensured that the city's most marginalized members were safe and comfortable. We were only able to do that because of our valuable donors and supporters.

During this uncertain time, we have all had to give up things that are important to us, but we have seen time and time again that our community has kept the health and well-being of our at-risk neighbours in their hearts.

I am proud of how our supporters continued to come to their aid, with donations and through participation in Good Shepherd's virtual events. As pandemic restrictions eased, we were thrilled to be able to bring back one of our signature events, the Annual Golf Classic. It was wonderful to see all of your faces again and we look forward to getting back to our regularly scheduled events moving forward.

Thank you for believing in our mission to Never Stop Loving. We truly appreciate your continued support.

God Bless,



Cathy Wellwood
Chief Development Officer





‘IT’S ALL BECAUSE OF YOU’

Yusuf, a single father of four girls, aged 8 to 11, left his job in Calgary after suffering a debilitating injury while working on a cattle farm. He had multiple surgeries, including a full knee reconstruction. The devastating effects of his life-altering tragedies were amplified when he became a single father following his wife’s drug overdose death.

Yusuf and his daughters lived in a large family home in Calgary, but after the accident, and following his wife’s death, the family endured major financial struggles. They relocated to Hamilton where he had family that could help him raise his daughters. His brother offered the basement of his family’s home, but Yusuf didn’t feel it was an appropriate place for his daughters to live.

“I had an image of a homeless shelter in my head that scared me,” said Yusuf. “But, I knew the people there would help me find a safe place to raise my kids.”

He was pleased with the accommodations at Good Shepherd’s Family Centre, and his family quickly settled in.

“Before we came to the Family Centre, I couldn’t sleep at all,” said Yusuf. “Once we arrived, I told the staff: ‘I’m comfortable and I’m happy and it’s all because of you.’”

Working with Family Centre staff, Yusuf found an apartment in a building close to his daughters’ school and a short drive from his new job.

“The people who work at the Family Centre really listened and cared about us,” he said.

Like many during the pandemic, Family Centre staff were forced to change their procedures in response to COVID-19. In particular, they found it especially challenging to help the families they serve without the normal face-to-face meeting that used to take place almost daily.

“Working closely with our families and getting to know them personally is very important,” said Grace, the Family Centre’s director. “The pandemic definitely created barriers for getting families housed.”

The Family Centre staff assist families with their housing searches by taking them to apartment viewings, and guiding them through the process of signing leases and other legal documents. During the pandemic, staff transitioned to phone meetings, virtual tours and electronic signings. Despite the challenges, Grace and her team housed more than 50 families in 2021.

“During COVID, we just learned to do that in a different way.”





LESSENING THE BURDEN OF HEALTH CARE

Recognizing that the COVID-19 pandemic exacerbated existing issues for vulnerable and marginalized populations, Good Shepherd partnered with the Shelter Health Network to ensure that people who experience barriers to health care receive COVID-19 tests and vaccinations. We continue to lead and provide sector-wide COVID testing for both clients and workers, as well as plan and execute onsite vaccination clinics at Hamilton's shelters.

Youth Services colleagues held a virtual town hall to inform youth about vaccination clinics and help them navigate the online booking system. Staff across programs came together to form a Vaccination Task Force to ensure that youth have all the information they need to make an informed decision about vaccines, and to support them through the vaccination process.

As one of the area's largest health and human services organizations, Good Shepherd has helped lessen the heavy burden on hospitals during the pandemic and beyond, by offering programs that allow vulnerable patients/clients to continue to heal outside of the hospital setting.

McGinty House welcomes people who were hospitalized to allow local hospitals to free up valuable beds that may be required for COVID-19 patients. Clients have mental and physical health challenges and they live with the daunting prospect of unstable housing when they leave McGinty House.

The Transitional Beds program, located at The Good Shepherd Centre, has been established for high-risk patients, after hospitalizations, and offers medical care to residents while they work to transition into the community. The residents, upon discharge from hospital, could be homeless, precariously housed or have limited ability to access health and community services.

Good Shepherd stands by the motto, "we're all in this together", lending our expertise in the broader homelessness services sector as members of COVID response planning committees and working groups, vaccine testing, surveillance, overflow shelters, and an isolation centre. Good Shepherd provides critical services for people whose circumstances put them at extreme risk of contracting COVID-19, ensuring that the city's marginalized population has a voice.





SOFTENING THE IMPACTS OF ISOLATION

The isolation caused by the pandemic has impacted everyone in some way. With limited opportunities for connection and social interaction, marginalized women, families and seniors are especially at risk of feeling detached and lonely.

“We knew the social isolation was becoming detrimental for our clients,” says Paula, wellness facilitator for Good Shepherd’s Community Support Services for Women and Children. “They were really honest and many told us that they didn’t have anyone or anywhere else to turn to for support.”

While other programs had to shut down during lockdown, the staff at Good Shepherd Women’s Services got creative in the ways they reached out to people in need. Counselling was offered over the phone or in-person, with safety protocols in place. Good Shepherd staff quickly taught themselves how to use web-based software to assist clients through virtual programming.

“I watched some of our co-workers, who were admittedly not very tech savvy, just adapt and figure it out because they knew how important it was to keep going,” says Paula.

Without any government funding, wellness programs are heavily dependent on community donations and volunteers. Fortunately, a group of determined volunteers continued to lead programs like yoga, tai-chi and fitness classes virtually for those who had access to computers. Through the support of community partners, like McMaster University, clients were able to access music therapy services online with student interns. The McMaster Accounting and Community Volunteer Tax Program donated their time and expertise and were able to complete taxes for more than 100 clients without having to meet in person. A partnership with the Art Gallery of Hamilton offered a six-week virtual art program and all clients received an art kit that they could use at home.

“With inflation and the rising cost of living, we recognized that food insecurity is a major issue for the people in our program,” says Paula.

The team prepared take-away meals in their small kitchen, making sure to recognize holidays and special occasions. One volunteer hosted a virtual Japanese cooking class and all the ingredients were delivered to participants’ homes. Over the holidays, the team scheduled online trivia games and delivered cookie decorating kits for families.

“In tough times like this, it’s important to stay connected to community and participate in activities that benefit our overall health and wellness,” says Paula. “We couldn’t offer this vital programming without the compassion of our volunteers and donors.”





REACHING THEIR POTENTIAL THROUGH ART

Creative Works Studio (CWS) is a community-based arts studio run through Good Shepherd Non-Profit Homes in Toronto. CWS welcomes clients from Good Shepherd programs and other mental health agencies with the goal of helping them return to an active life and improve their coping skills. Each person is treated as an artist and encouraged to reach their highest potential through artistic expression.

Throughout the pandemic, CWS has dealt with waves of change and uncertainty. Throughout forced closures, inconsistent re-opening plans and halted in-person fundraising initiatives, the staff team have adjusted by implementing innovative strategies.

Staff offered one-to-one sessions and virtual programming for studio members and delivered mobile art kits to clients across Toronto who were isolated in their homes. With strong safety measures in place, members in group home settings were able to access programming throughout the pandemic.

The needs of the population served by CWS are acute and the clients became very isolated with minimal supports during this challenging time. During the pandemic, staff at CWS recognized the need to increase their skills in areas such as non-violent crisis intervention, suicide prevention, and in dialectical behaviour therapy.

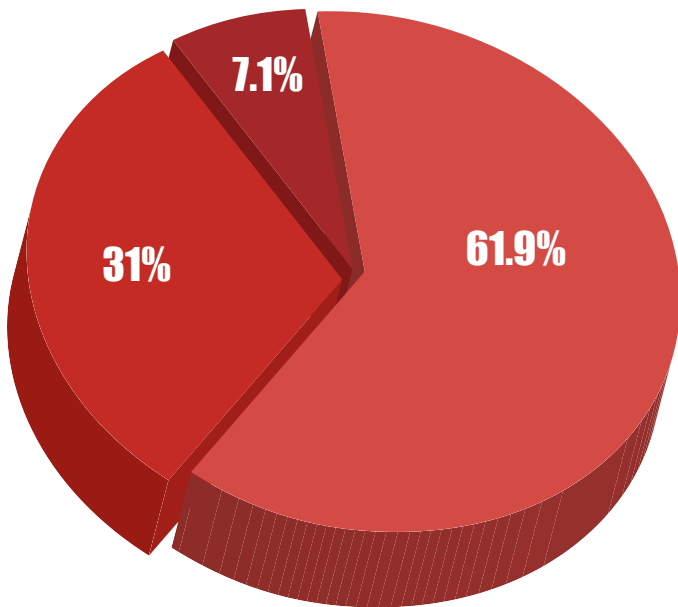
CWS is not government funded and relies on private donations and fundraising. The studio's primary funding source is the Art Gems Art Auction. The Auction is held annually in the spring and typically raises \$200,000 to cover the operating costs of the CWS. In 2020, the event was cancelled because of the pandemic but in 2021 event was hosted as an online auction.

"I'm very proud of the resiliency demonstrated by our staff team and our studio members who have been deeply impacted by COVID-19," says Colleen Lamond, chief operating officer for Good Shepherd Non-Profit Homes Toronto. "Creative Works Studio has continued to provide a sense of community through art therapy and I've seen transformation in terms of increased confidence, improved mental health and overall well-being for our studio members."

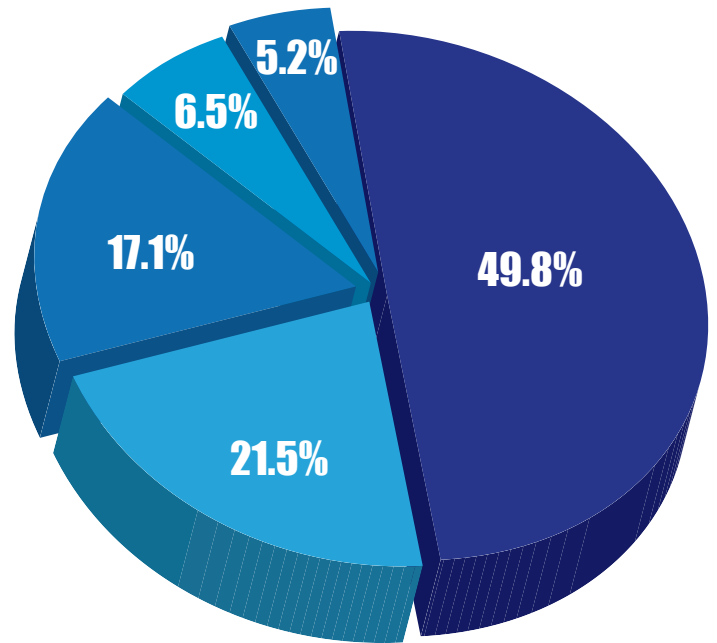


GOOD SHEPHERD CENTRES OUR COMMUNITY PRESENCE

YOUR INVESTMENT IN US



HOW THE COMMUNITY BENEFITS



61.9% – GOVERNMENT (FEDERAL, PROVINCIAL, MUNICIPAL)

Annual base funding for shelter operations
 One-time grant funding for Homelessness Prevention Initiatives
 Annualized base funding for health programs from
 HNHB Local Health Integration Network
 Ontario Ministry of Children, Community and Social Services
 COVID-19 Funding
 Canada Emergency Wage Subsidy

31% – DONATIONS (CASH, STOCKS, IN-KIND)

Financial gifts (cash, stocks) to Good Shepherd
 to support programs and services
 Donations in the form of goods and/or services

7.1% – FEES AND OTHER REVENUES

Rent revenues
 Miscellaneous client service fees
 Community Partners funding

49.8% – EMERGENCY SERVICES

Shelters • Food & Clothing • Hot Meal Programs

21.5% – HOMELESSNESS PREVENTION

Counselling Services • Community Outreach Services
 Second Stage Services • Transitional Housing Supports
 Reaching Home • Shelter Diversion Programs • Trustee Program
 Jeanne Scott Resource Centre • Regina's Place

17.1% – HEALTH PROGRAMS

SAM Adult Day Program • SAM Aphasia Program
 Assisted Living • Seniors Community Support
 Transitional Beds Program • Hospital to Home Program
 Hospice Care • Community Palliative Care

5.2% – CHILDREN AND YOUTH MENTAL HEALTH

Brennan House • Non-residential Mental Health Support
 Youth Substance Use

6.5% – CAPITAL AND MISCELLANEOUS

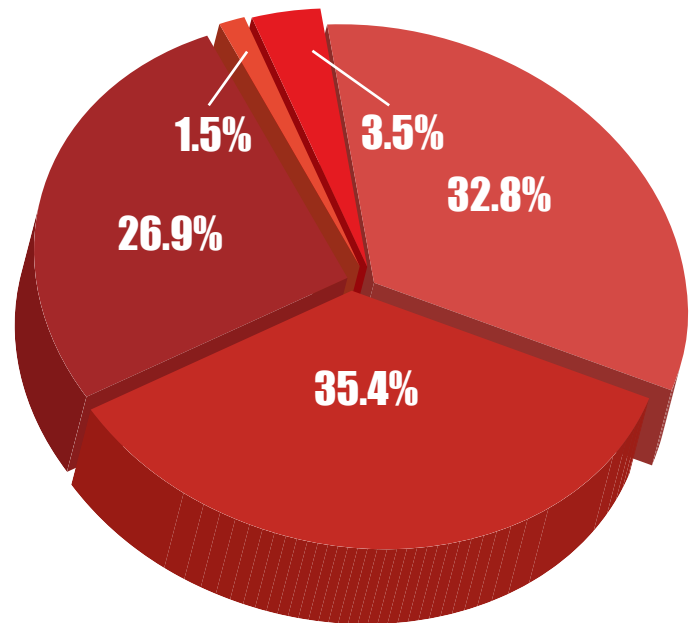
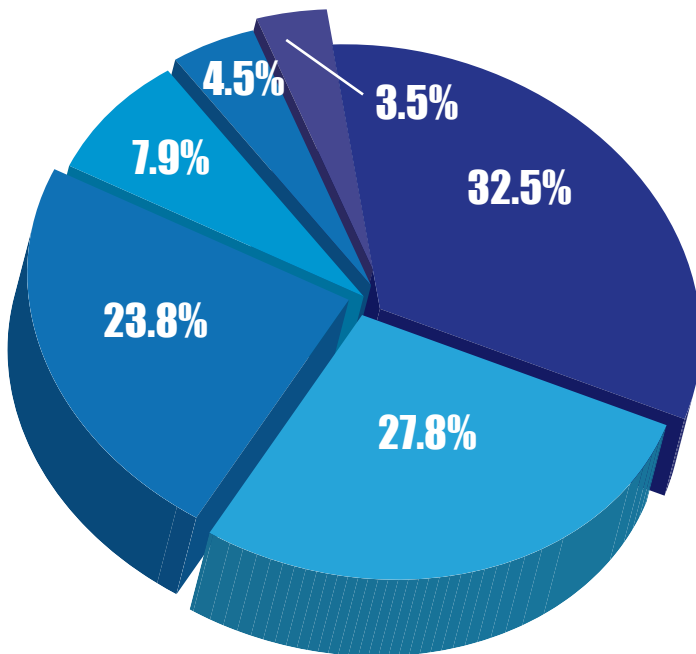
Amortization • Financing Costs • Public Relations • Designated Projects



GOOD SHEPHERD NON-PROFIT HOMES INC. OUR COMMUNITY PRESENCE

COMMUNITY BENEFIT

HOW WE USED YOUR INVESTMENT



32.5% – AFFORDABLE HOUSING

Self-owned affordable housing projects and head-leased units within the community

27.8% – HOUSING SUPPORT PROGRAMS

HOMES (Housing with On-site Mobile and Engagement Services), HOST (Housing Outreach and Support Team), Bayview Housing Support, Transformation program, Community Homes for Opportunity

23.8% – MENTAL HEALTH & ADDICTIONS PROGRAMS

Steps to Health, Barrett Centre for Crisis Support, Addictions Safe Beds, Rapid Access Addiction Medicine Clinic, Addictions School-Based Health and Wellness Centres, Transitional Rehabilitation Housing Program, Forensic Housing Support, Addictions Support within Housing, Manse Road program, Bayview Case Management, Creative Works Studio, McGinty COVID Community Beds, COVID Swabbing Clinic

7.9% – ADMINISTRATION OTHER

Corporate, Finance, Human Resources, Information Technology

4.5% – PROPERTY MANAGEMENT

Housing and Maintenance

3.5% – NET AMORTIZATION

Net amortized capital costs over amortized deferred capital contributions

35.4% – HOMELESSNESS PREVENTION

Counselling Services, Community Outreach Services, Second Stage Services, Transitional Housing Supports, Shelter Diversion Programs, Reaching Home Programs, Jeanne Scott Parent & Child Resource Centre, Regina's Place, Trustee Program

32.8% – CAPITAL MISCELLANEOUS

Designated Projects, Financing Costs, Public Relations, Net Amortization

26.9% – CHILDREN & YOUTH MENTAL HEALTH SERVICES

Brennan House, Non-residential Mental Health Support, Youth Substance Use

3.5% – NET AMORTIZATION

Net Amortized Capital Costs over Amortized Deferred Capital Contributions

1.5% – ADMINISTRATION UNALLOCATED





Good Shepherd
Faith in people.

GOOD SHEPHERD SENIOR LEADERSHIP



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MACPHEE, OH
CHIEF EXECUTIVE
OFFICER



KATHERINE
KALINOWSKI
CHIEF OPERATING
OFFICER



SAM CINO
CHIEF OF
CORPORATE
STRATEGY & HR



LENORE
LUKASIK-FOSS
CHIEF OPERATING
OFFICER



CATHY WELLWOOD
CHIEF
DEVELOPMENT
OFFICER

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Good Shepherd

Faith in people.

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Charitable Registration Number

13063 6798 RR0001