

COMMUNITY LIVING

Quinte West



Getting Reacquainted Post COVID

Annual Report

September 13,
2022

Community Living Quinte West

Annual Report 2021-2022

COMMUNITY LIVING QUINTE WEST

MANAGEMENT STAFF

Iain Harper- Executive Director
Lorrie Arsenault- Director of Supports and Services
Andrew Hutchison- Director of Finance
Susan Holmes- Director of Operations and Human Resources
Pat Deline- Manager of Professional Development and Technology
Connie McLean- Manager of Community and Family Support
Sarah Sharkey- Manager of Residential Services

PROGRAMS

Day Supports – Club Unity

Residential Services – Bentinck St.
Fraser Glen
Lafferty Road
Lafferty Lodge

Supported Independent Living

Community Supports - Community Families
Passport

“There is nothing impossible for those who will
try.”~ **Alexander the Great**



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MISSION STATEMENT

Community Living Quinte West will always support persons served to live, work and participate as integrated and valued members of the community.

VISION STATEMENT

- Growth** – Change Management, Collaboration
- Empowerment** – Support for Families, Personal Planning
- Acceptance** – Building an Inclusive Community
- Respect** – Respect for the Individual

(**GEAR** – Working Together)

CLQW is committed to:

A person's right to make real self-defined choices.

The provision of supports and resources allowing every person to exercise their rights, privileges, and obligations as full members of the community.

Enhancement of the emotional, social, educational, vocational, and spiritual well-being of each person.

Beliefs

Recognizing the fundamental rights and unique potential of all; CLQW advocates for inclusion of everyone with intellectual disabilities to all aspects of community life.

BOARD OF DIRECTORS 2020-2021

Brent Hoddinott – President and Board Chair

Callum Winsor – Vice President

Dylan Neiman – Secretary and Self Advocate Representative

Austin Heyman – Director

Barb Hoddinott – Director

Jessie Kuipers – Director



A MESSAGE FROM THE PRESIDENT

Once again, it was another exciting year in the on-going story of CLQW.

Labour relations with OPSEU were front of mind after the Christmas period as Iain and his team were in collective bargaining with OPSEU reps. In the end, a wage increase was negotiated, which will result in approx. \$55K more for wages over the next three years for the staff.

Financial details for the 2021/22 fiscal year were good news. COVID relief funding was significant and allowed for Iain (with permission from the Ministry) to roll over about \$170K in funds that were then earmarked for infrastructure projects at Lafferty Lodge. While the money is in the bank, it has been a harder task to find contractors to do the work, but if anyone can resolve the problem, Iain will be able to, and we should soon see a new and improved Lodge.

On another note, it seems so long ago that Iain had a vision for the respite centre, and we were in front of City Council to explain and raise awareness. In the past few months, Iain had another stroke of genius and figured out a plan to get the respite centre on its feet. In discussion with program managers for both Crown Ward Transition Age Youth (TAY) and complex special needs (CSN), Iain was able to get commitments from both organizations to move Crown ward TAYs and CSN cases to CLQW. While CLQW looks for a home for these groups and following some work at Canal Street, CLQW will house these groups in a renovated Canal St so that once the home is established, the renovated Canal Street will be perfectly set up to be used as the respite centre. Good news and good thinking Iain.

On top of the respite centre, CLQW hired a company to assist in developing the next round of CLQW's Strategic Plan. Following significant work in the Winter months (including many focus groups with all sorts of CLQW stakeholders), the CLQW strategic plan eventually coalesced around three key priorities – Growth, Capacity, and People. Over the late spring and into summer, the management team and the board of directors worked to settle on actionable objectives as well as the pathways and key performance indicators for these objectives.

On the personnel side, much staffing was conducted in the last year. Numerous new staff were brought into the organizations to ensure our clients continued to be well looked after. As a Board, we are aware of the contributions of those recently hired as well as the continued strong work by our employees, so we are excited that the management team will have CLQW on very firm footing (in terms of numbers of support staff) for the future. Speaking of the Directors and Managers, the Board has been thoroughly impressed by the dedication and hard work of this group of committed individuals. Thanks.

Lastly, following years of COVID, psychological health and safety of staff and management was of concern to the Board. The results of a survey completed early in 2022 were very encouraging. While CLQW does have some topics to address, it was encouraging to see that CLQW has far more health and safety survey results in the green zone and far fewer “serious concern” results when compared to the baseline results from the Queen's University led study. Results from CLQW are indicative that we are doing things right for both its staff and its clients.



Quick Take –

#1 CLQW board lost one director – Jordan Buskard, who left to become a firefighter, but we were glad to welcome Dylan Neiman as the new Self-Advocates’ Committee representative. Dylan briefed the Board on the Self-Advocates’ plan. We were impressed and encourage by the eagerness of youth.

#2 CLQW now has a budget over \$3 millions dollars for the first time. The growth in funding since Iain Harper’s arrive at the org is indicative of the growth of CLQW in the recent path and the future growth than has been planned

*Brent W. Hoddinott, LCol
CLQW President*



A MESSAGE FROM THE EXECUTIVE DIRECTOR

The past year has been one of the most challenging years in Community Living Quinte West's history. The pandemic has exhausted the entire staff group physically but more importantly mentally. Many of our staff have decided to move on, not unlike the broader Health Care field. We have attempted to mitigate the mental pressures with our new Psychological Health and Safety program. Our staff in general have performed admirably this past year and we look forward to the new staff developing into the top-notch staff we have been accustomed to working with in the past.

We have experienced a great deal of frustration with respect to maintenance and upgrading our infrastructure. Supplies and material shortages and available contractors to do the projects we need done has been simply put, exasperating. However, we continue to do our utmost best to serve our individuals the best way we can.

Perhaps the most upsetting event to have happen has been the stagnation of our fundraising. The management staff works very hard during the year to run the bingos that provide most of the fundraising during the year, however last year it was almost nonexistent due to the Bingo Hall being closed during most of the year. The Community Living Quinte Foundation has also stagnated, and the funds generated by the foundation was negligible. With the fundraising effected in such a negative way our dream to build the respite centre seemed to die as well.



Community Living Quinte West is resilient organization and there is no way we are going to let a perfectly good dream die. To bring our dream of the respite centre to life we have had to get creative. We had to find a way to achieve the respite centre and look to the future to grow our agency so we can serve our community better. After a great deal of brainstorming, we approached the Ministry to take in new individuals. Our discussions discovered that there were individuals that were in emergent situations that needed housing as their current situation left them in immediate need of housing. CLQW has decided to take in three individuals that will be housed at the Canal Street site. This will be a much safer environment for them, and we are now negotiating with the Ministry to make the required changes to the building to make this happen. Canal Street will now provide a home for three individuals and our respite program will have a capacity of three more individuals. This respite service is downsized to three from the original seven bed plan.

We will concentrate heavily on reviving our fundraising and if we can do this, we will be able to grow our residences to provide homes for those individuals on the wait list. Fundraising dollars will be used for down payments on homes and when we have three compatible individuals at Canal Street, we will purchase a home and move three individuals out of Canal Street to a new home freeing up beds to take in new individuals at Canal Street; and the cycle will continue.

Adversity will not stop our progress at CLQW. Please consider joining us to continue our journey toward our dream.

*Iain Harper, Executive Director
Community Living Quinte West*



A MESSAGE FROM THE SELF ADVOCATES

The Self Advocates are back and ready to rebuild. On March 30th, a group of individuals and staff got together to discuss what the self-advocates group is about, what we do, and the commitment it takes. There was an interest in re-establishing the group, so elections were held on May 11th at the beginning of our first official meeting. Our new committee members are as follows: President and Board Representative Dylan Nieman, Vice President Alex Whycott, Treasurer Pam Tooley, Secretary Chesley Miller and our Greeters and set up crew are Darlene Cooney, Mark Atherton, and Richard Sheppard. We would like to give our thanks again to Scott Smith who had previously held the position of our board representative for his time and dedication.

In the short time that we have been a group we have managed to pull together a BBQ for Individuals, staff, and management which was a huge success and much needed after the Covid-19 lockdown, as well as making our version of a Smile Cookie in Community Living Colors and delivering to the houses for individuals, staff, and management to share. We even handed out a Community Living quiz for everyone to participate in and test their knowledge on how well they know Community Living Quinte West for the Community Living Month Celebrations. We look forward to next May and are already thinking of ways to improve how we celebrate Community Living Month next year. We will be hosting an end of summer BBQ on September 21st from 3:00pm-5:00pm for individuals, staff, management, board members and their families. Our goal for the self-advocates group is to get a better idea of how to run the best Self Advocate Group that we can by hooking up with other agency self-advocate groups to get some insight and tips on how they do things and see what we can take away from them to improve our group as most of us are brand new members. We would also like to get more involved in community events to get our agency and name out there so people in the community know who we are and what we do. Most importantly we want to be a part of making positive changes within our agency as well as the community, have our voices heard, and speak for those who cannot speak for themselves.



Dylan Nieman Self-Advocates Representative

A MESSAGE FROM SENIOR MANAGEMENT

Upon reviewing my Annual General Meeting report of 2021, to not recycle what I wrote last year during the pandemic, I am so pleased that this year's focus, for now at least, is "getting reacquainted post covid." Although the re-opening of Ontario seems like such a long time ago, the re-opening of Ontario for the men and women we provide services too is still very new.

After 2 plus years of lockdowns, PCR testing for every cold or flu symptom imaginable, rapid testing prior to entry to any DS program, daycare shutdowns, children being sent home from schools due to having covid symptoms which then ultimately impacted the workplace because parents were unable to come to work because they needed to care for their children at home, program closures in developmental services and the list goes on and on, we can finally say "welcome back."



Although we move forward slowly and cautiously, we are at least moving in the right direction. From a Leadership perspective in the workplace, this past year has been exhausting but also very inspiring. The people we provide services too thrived far better than we could have ever expected under the lock down pressures.

Our Direct support professionals stepped up and jumped right into full gear, doing what was needed, when it was needed without hesitation. Staffing shortages due to covid protocols seemed to spark our DSP's to step up even more under the pressure.

Creativity in the workplace grew. Peer support grew. Appreciation and respect for our CLQW team, at all levels, grew stronger and stronger as we dealt with the many daily struggles and restrictions while still pushing forward.

As Covid seemed to be getting under control, and everyone was finally able to take a slight break, and a few vacation days here and there, we thought that it would be important to regroup and reset.

Members of the CLQW team, at all levels, were encouraged to complete a Psychological Health and Safety survey, post covid, to identify potential mental wellness stressors. To take the survey one step further, an invitation was then extended to all CLQW Direct support professionals and all leadership classifications to participate in the sharing and reviewing of the survey results.

After multiple lock down situations and additional restrictive measures, survey results showed that of the surveys completed, the level of stress that one would have thought should be extreme, was quite manageable. This led to further conversation and a lot of laughter as we discussed ways to address and reduce the psychological health and safety stressors in the workplace even more.

The team chose 4 areas to prioritize moving forward with a strong commitment and follow through from all members, Management, and front line, to carry the work on.

The key priority areas to be addressed moving forward were:

1. Organizational Culture
2. Civility and Respect
3. Recognition and Reward
4. Psychological Protection



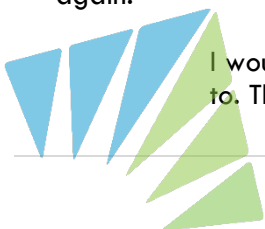
Several strategies and/or creative activities have already been instituted to date and have been very well received and participated in by our CLQW team, inclusive of Management, Front line, and engagement of the people we provide services to.

The Psychological Health and Safety Survey will be re-sent to all CLQW members in the Fall to compare results from the spring survey. The team will then regroup and re-evaluate the key priority areas to assess if the strategies and activities already implemented have had a positive effect. We will assess, address, and move forward based on the survey input.

Focusing and finding ways to improve on our own Psychological Health and Safety in the workplace is not only beneficial to ourselves but has a huge impact on the work and support we do and provide.

Lorrie Arsenault, Director of Supports and Services

Welcome Back Everybody! It has been a year of change for sure. We are so glad to be experiencing “life” again.



I would like to take this time to send a big shout out to everyone we provide supports and services to. The pandemic has been a trying time for everyone, and people have been very resilient and

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adapted to the changes that had to happen. It is nice for people to finally start experiencing life again.

There has been a lot of activity within Human resources such as ratifying our Collective agreement, hiring multiple staff due to operational needs, and providing additional training for Management.

CLQW has updated their Payroll System to Workforce Now. It is more streamlined and easier to manage for administration and the employees. It is a much easier system to navigate through and staff seem to be adjusting and liking it.

We have been busy at each of our locations looking after maintenance of our sites, such as removing trees at 11 Canal St. and 59 Bentinck St. by Flynn Forestry, new flooring to beautify and make it safe and secure at a couple of our homes and we are having a new deck built at 52 A Lafferty Road home on the north side. We also have a new fireplace being replaced at Bentinck and an upgrade to alarm panels at Lafferty Road and Canal Street. We have new decks planned at additional locations as future project. Culligan Water has been contracted to service our waterworks system. They have a great reputation and other local DS agencies use them as well. The required PPE (Personal Protective Equipment) Reporting continues to be submitted weekly to MCCSS. Charlie Jones has returned and is back doing maintenance-cosmetic maintenance-painting, etc. for our agency. Thank you, Charlie.



The DSW (Developmental Service Worker) Advisory Committee at Loyalist College meets twice a year and I sit as chair of the committee. This committee comprises members from various agencies in the Quinte Area. The concept of the committee is to give feedback, suggestions, and ideas for curriculum for the coming year. We also let the College know of trends, etc. that our Ministry may be implementing. Students from the DSW program at Loyalist College are back doing placements and we are fortunate to have them at our sites.

Bingos are still a revenue maker for CLQW. We would like to take this time to thank all of our volunteers who come out and help us. If anyone is willing to give us 4 hours a week, month, every 2 months please contact Sue at 613-394-2222 or email susanh@clqw.ca. We are always looking for volunteers to help at our bingos.

Strategic Planning has occurred with input from Stakeholders, employees, and all members of CLQW participated in CLQW's latest Strategic Planning. We have projects we are working on, and improvements are being made to enhance the supports and services for the people we support.

We look forward to the coming year and providing the best supports and services we can to the people we support.

We have the best team of employees who have worked hard to keep the people we support safe and secure. Thank you to everyone and we are glad you chose a career with Community Living Quinte West. Quote for you "The Bad News is Time Flies; The Good News is You Are the Pilot" Enjoy every minute of your life.

Susan Holmes, Director of Operations and Human Resources



A MESSAGE FROM THE MANAGER OF RESIDENTIAL SERVICES AND THE MANAGER OF COMMUNITY AND FAMILY SUPPORTS

RESIDENTIAL SERVICES

The COVID 19 pandemic began March 2020. Now far into 2022 we have had several ups and downs, openings and closures and feelings of uncertainty. In our residences, Sil program and Club Unity we have a new sense of beginning as people are now enjoying their communities again. Remaining safe with vaccines, mask wearing and keeping distance from others, we are getting used to this new sense of normal as we get back to living our lives. Going swimming, walking through the mall, having dinner out with friends, enjoying a baseball game are now being enjoyed and encouraged.



Even in a pandemic, we have had many things to celebrate this year.

Ted Lane came to 52 Lafferty Road. Ted is a fun-loving gent and loves a great game of any sport on tv. He is sure to talk your ear off about who won what the night before.

We welcome Harold Cotton who now resides at 59 Bentinck. Harold has a new level of independence and is eager to learn and always extremely helpful. You can often find him assisting with things such as shoveling the snow and weeding the gardens.

All ISPs were completed this year with the opportunity for people to plan goals not based on covid restrictions. Though many invitees joined virtually still, this is a welcome need for people after 2 long years of restricting themselves to goals around ministry guidelines.

The pandemic has left a staffing crisis in many fields of work. This has given many people we support an opportunity to apply for more job opportunities and this has led to resume editing and interviews. It just takes that right employer and interview to land a job and the more interviews means more practice!

Unfortunately, early this year, we lost one of our long-standing agency residents, Barb Reynolds. Having been with us since 1998 from Prince Edward Heights, Barbs sassy, cheerful and bubbly personality is truly missed.

CLUB UNITY

Club Unity is seeing a return of some people from our homes and participants from the community we have missed. We have taken the opportunity to survey people about positive changes for Club Unity. A new fall/winter schedule has been developed to begin in September based on people's ideas. The new schedule will have 2 choices for each block of time. There will be a community discussion each morning and healthy movement each day through our partnership with SPIRIT club.

SUPPORTED INDEPENDENT LIVING

SIL now has the benefit of having 3 staff. Welcome Jessica Parisian, who is now working in SIL to enhance the needs of people to achieve their independent living. This will also allow us to support

more people through the SIL program which is the fastest growing need and want in developmental services.

Congratulations to Roly Wynn who moved into his Flindall apartment this year. He is enjoying his new larger living space, being reacquainted with old friends, and making new ones. He has become a part of the Flindall “supper club.” Where 5 residents’ share the cost of dinner most nights and take turns making the evening meal.

*Sarah Sharkey, Manager of Residential Services
Pat Deline, Manager of Professional Development and Technology*



Families continued to struggle to utilize their Passport funding for a good part of the year due to some restrictions in place due to COVID. Once the province began to lift the restrictions, people were once again able to get out and enjoy their community fully by participating in activities and being with their peers. This provided long-awaited relief for many people we support and their families.

With the announcement of the permanent \$3 an hour wage enhancement, Passport committed to give recipients an increase of 10% of their annualized funding which was pro-rated for the 2022-2023 fiscal year. This funding can be used for any eligible expense under the Passport Guidelines and not just for wages for support workers.

As Chair of the P&P Committee (Pressures & Priorities Committee), I have seen a drastic change in the funding requests that have come to the table. Prior to COVID, many of the requests the table would receive were for people and their families to access much needed respite care, but now many of the requests are for people who are homeless, unable to find suitable, affordable housing; requiring support to live in a Motel because of the lack of physical spaces in the HPE region. This is of great concern to the committee as we are fearful that we will not be able to provide the funds needed for those families requiring respite once their Passport funding has run out, or if there is a change in their circumstances that require them to utilize their funding quicker to prevent a family breakdown or assist them during a crisis.

There are more people on the waitlist for residential supports than there are vacancies available, as well as people on the waitlist for supported independent living and available apartments.

Connie McLean, Manager of Community and Family Supports



HEALTH AND SAFETY

Our committee continues to meet monthly and has resumed in-person meetings post pandemic. Our committee members have changed to Shannon Hall and Jennifer Frizzell for the union and Pat Deline and Susan Holmes for the Employer. It's been a challenging year for the agency as we saw an influx of COVID infections amongst staff and individuals later in 2021 and into 2022. Navigating through with a decrease of staff was difficult, but many stepped up to help.

Over the year, our Pandemic Plan was put to the test and constantly changing with new directives from our Ministry. It was frustrating for supported individuals, staff and Management who were trying to adjust to the ever-changing rules and guidelines. We have resumed normal operations under smaller guidelines which is welcoming for all staff.

Our Disconnecting from Work Policy came into effect in June 2022. This streamlines with the requirements from the Government of Ontario about employees taking much needed time away from work when not scheduled. This promotes a healthy work-life balance. This policy will also help with our Psychological Health and Safety Program.

MCCSS COMPLIANCE AUDIT

We have undergone 2 MCCSS compliance audits since our last report. At the end of summer 2021, we had a condensed Ministry audit that audited all high-risk areas in Residential Services. This year, MCCSS returned to full audits. 3 of our Residential Homes were audited along with our policies and Human Resources records. We are happy to report that we came into full compliance and received a passing grade.

Pat Deline, Manager of Professional Development and Technology



FINANCIAL REPORT 2021-2022

FINANCIAL REPORT FOR 2021/2022

STATEMENT OF REVENUES AND EXPENSES FOR 2021/22

REVENUE	2021/2022	%
GOVERNMENT SUBSIDIES	\$2,877,771	80.94%
PANDEMIC RELATED FUNDING	\$378,411	10.64%
FEES & RECOVERIES	\$257,171	7.23%
CLUB UNITY REVENUE	\$23,585	0.66%
PASSPORT PLANNING	\$18,253	0.51%
MISCELLANEOUS	\$400	0.01%
TOTAL REVENUES	<u>\$3,555,591</u>	100.00%

EXPENDITURES BY PROGRAM

ADMINISTRATION	\$334,747	9.41%
RESIDENCES	\$2,552,120	71.77%
DAY SUPPORTS	\$326,685	9.19%
INDEPENDENT LIVING	\$332,804	9.36%
CAPITAL EXPENDITURES	\$9,372	0.26%
TOTAL EXPENSES	<u>\$3,555,728</u>	100.00%
SURPLUS	- \$137	

FUNDRAISING:

OUR PARTNERSHIP WITH THE LIONS CLUB BINGO ASSOCIATION IN BELLEVILLE GENERATED \$9,515.00. THIS WAS A THIRD OF OUR USUAL EARNINGS AS THE HALL WAS CLOSED FREQUENTLY DUE TO COVID 19.

