

**Reflecting on 2025 and Looking Ahead to 2026
A Message from the Executive Director**

As we reflect on 2025, Community Living Quinte West is proud to share a year marked by meaningful improvements, and a renewed commitment to service excellence.

Highlights from 2025

This past year, CLQW focused on addressing long-standing organizational pressures and building a more sustainable leadership structure to support our teams and the people we serve.

A full review of the Passport Program was completed in 2025. To enhance program oversight, we began cross-training frontline managers, so they are equipped with the skills to manage passport services for their respective program areas. This ensures deeper knowledge, stronger accountability, and better continuity for the individuals and families we support.

In addition, recognizing the need for stronger frontline oversight, we increased our number of frontline managers from two to five. This expansion allows for more consistent support for staff and better management coverage across programs.

We were pleased to welcome several talented individuals into new or expanded leadership roles:

- Audrey Lemieux and Shannon Hall, both long-time employees, stepped into their first management positions. An exciting milestone in their CLQW careers.
- Chris Noble joined the agency and assumed frontline management responsibilities for two supported living homes.
- Justin Strickland joined CLQW in a new Human Resources, Scheduling, and Payroll Assist role. Justin has also provided much-needed support to our one-person finance department and has quickly become an integral part of our management team.

A sincere thank-you goes to Andrew Hutchison, Director of Finance, who stepped into the Interim Executive Director role while continuing to manage agency finances. His leadership during this very busy transition was invaluable.

As an agency that had been significantly under-managed, the additions made in 2025 have established a stronger foundation for program oversight, staff support and will allow for organizational growth and improvements. Organizational stability will continue to be one of our focuses as we continue to cross train our management team and enhance succession planning across all levels of leadership.

Looking Ahead to 2026

We are thrilled to welcome Pat Deline back to CLQW in the role of Associate Director. Pat has 29 years of experience with the agency-including many years as a frontline Manager. After exploring other employment opportunities, Pat has returned to CLQW where she began her career almost three decades ago. We are

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grateful for the leadership and depth of knowledge she brings.

As we jump into 2026, our 2026-2029 strategic plan will focus on three core priorities. These priorities will guide us through our decision making and build on our services and support:

- Consolidate Previous Growth
- Elevate our clients
- Strengthening our team at all levels

CLQW's Supported Independent Living Program (SIL) has been identified for an in-depth program review to enhance service delivery, improve processes, and support individuals more efficiently and effectively. Members of the management team are currently receiving training on program evaluation fundamentals.

Recognizing the importance of a strong, engaged workforce, CLQW has introduced and will be exploring additional opportunities to create and expand on an employee incentive program focused on attendance, training completion and professional development. We look forward to working closely with our Employee Employer Relations Committee (EERC), to come up with some fun, attainable goals and employee recognition.

As we make our transition into 2026, CLQW remains committed to strengthening our teams at all levels, supporting our staff and empowering the people we provide services to. We look forward to a year of stability, progress, and continued collaboration.

Sincerely

Lorrie

Lorrie Arsenault
Executive Director



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