

CENTRAL WEST SPECIALIZED DEVELOPMENTAL SERVICES



**HELPING PEOPLE REACH
THEIR FULL POTENTIAL**

ANNUAL REPORT 2019 – 2020

CWSDS
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Charitable Donation
Number
10779 0263 RR0001



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The Road We Walked Together

Our journey would not have been possible without our valued volunteers, dedicated donors, and the many professionals who helped our cause. Together we have coordinated a number of events over the year for our individuals, raised awareness throughout the province and raised money to help support our family at Central West Specialized Developmental Services.



CHAIRPERSON'S MESSAGE

SUSAN QUINN-MULLINS

I am pleased to share a somewhat delayed annual message from the board.

We gathered in mid-January to update the CWSDS strategic plan of continued service excellence and even more focus on operational efficiencies and staff engagement. A mere 7 weeks later, we entered the new world of COVID-19 response management; a world that we anticipate living in for several months to come. The Board supported our Executive Director James Duncan and his senior staff in their difficult decisions. They were good decisions: our organization had only two staff and one resident test positive for the virus while infection rates were very high. All have recovered.

The Board would like to thank everyone at CWSDS for their dedication to our residents - keeping them safe and stimulated when day programs and family visits were curtailed. Thank you to all the families who are making sacrifices - forgoing hugs, car rides and other social interactions - in order to keep everyone who lives in our homes safe. We continue to meet virtually as the Ministry begins to specify the sector's pandemic recovery plan and all look forward to further easing of restrictions as the risk to our residents decreases.

When James announced he would be retiring at the end of August 2020, the Board struck a Search Committee and, assisted by an Executive Search firm, interviewed several excellent candidates before asking Silvie Crawford to head up our organization as its new CEO. We are excited to welcome her and look forward to her energy, expertise and leadership.

I will close with reflections on the tremendous impact that James Duncan has had on our organization since he joined in 2005. His efforts have been transformational. Under his leadership, Oaklands Regional Centre became Central West Specialized Developmental Services, acknowledged as a centre of excellence for those with high risk behaviour needs. We opened an additional 8 community homes, re-imagined two of the Bond Street homes as geriatric residences, and had a strong voice in the Community Network of Specialized Care, Passport and Dual Diagnosis Services and other developmental services networks that helped set good policies and procedures for the sector. The most telling example of his commitment to CWSDS has been his tremendous effort over the past 7 months to ensure we manage and emerge from this pandemic as strong as ever.

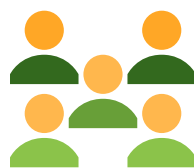
Board members, past and present, wish you a happy retirement, James. You will be missed.

SUSAN QUINN-MULLINS
Board of Directors, Chair



ABOUT US

Central West Specialized Developmental Services is a registered not-for-profit charitable organization funded by the Ministry of Children, Community and Social Services and governed by a volunteer Board of Directors.



We support **71** individuals in **11** group homes in **2** regions

CWSDS provides a wide range of residential and non-residential services for individuals and families. In addition to five homes located at 53 Bond Street, we operate eight homes in the communities of Oakville, Burlington, Mississauga, Halton Hills and Georgetown.



Our team of **350** full time, part time employees and **23** volunteers help us to reach our purpose every day.

Our Vision

Driving excellence in specialized services for individuals with developmental disabilities and complex needs

Our Purpose

To improve the quality of life for the community of individuals with developmental disabilities who have complex needs by providing specialized services and supports

Our Values

Accountability
Adaptability
Collaboration
Inclusion
Innovation
Respect

Our Board of Directors

Wendy Archibald
Barb Barrow
Jeff Berk
Monica Bettazzoni

Olga Gappassova
Shahroz Jafri
Michelle Jones
Denise Mitchell

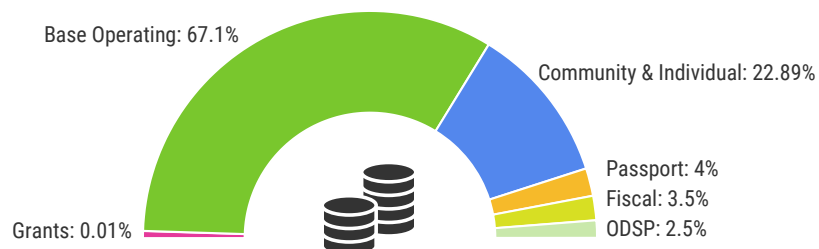
Mike Nero, Treasurer/Vice-Chair
Brenda Singer
Susan Quinn-Mullins, Chair



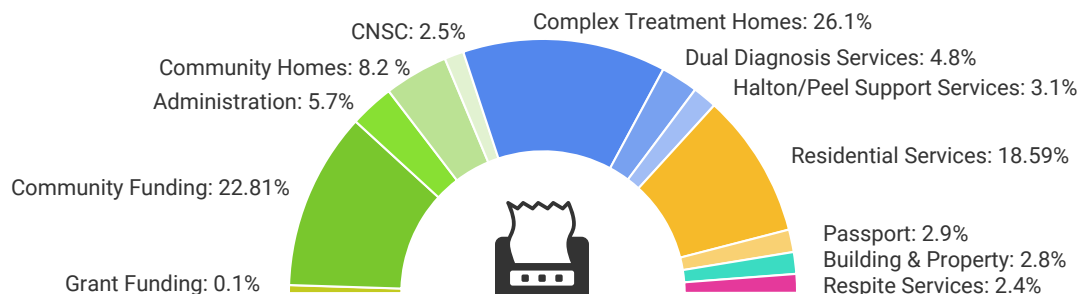
FINANCE

DIRECTOR – KELLY KOCKEN

Sources of Funding



Annual Expenses 2019–2020



Additional Information

36.67 M

Total Expenditures

68% of the expenditures were directly spent towards complex treatment homes and residential services (both for CWSDS as well as Community funding)

41%

Budget Difference from 2018–2019

In April 2019, PassportONE was directed to manage \$50,000,000 of the passport flow-through funds. CWSDS continues to be the transfer payment entity for Halton Support Services individuals

34.67 M

Budget Maximized

CWSDS had a surplus of \$1,507 for the fiscal year.

2019-2020 STRATEGIC PLAN

Direction 1: Leadership in the delivery of specialized services

Providing leadership, innovation and advocacy while working collaboratively with service partners to build the community's capacity and share professional expertise and services

Direction 2: Excellence in service delivery

Positioning CWSDS within the DS sector as a leading regional resource to better support individuals who present with complex needs while maintaining traditional supports and services

Direction 3: Operational efficiencies and generation of new revenue & funding

We will seek additional funds in order to maintain our current service levels and in order to ensure that we are operating with maximum efficiencies

Direction 4: Optimize organizational infrastructure and business processes

We need to both purchase required supports / tools to implement revised practices that will optimize the administrative infrastructure and processes that support the business of the organization

Direction 5: Employees promote and enhance the Vision, Purpose and Values of CWSDS

CWSDS needs to continue to attract qualified, dedicated staff who share the values of CWSDS in achieving quality of services to the people we support



SERVICES

Residential, Community & Clinical

DIRECTOR – TERRI BRITTON-KENNEDY

As an organization, CWSDS has always had Service Quality high on our agenda. It is reflected in our Strategic Plans, led by our Board of Directors, and is implemented by all of the employees of CWSDS; regardless of role or position.

CWSDS provides a very wide range of specialized services that are impressive in their support of many people. We have well established programs and services that have been running for 6 years or more. This occurs due to the dedication and creativity of all of the team members within each program and collectively as an agency.

I would be remiss if I did not mention that the only thing that is constant is change. Towards the end of our fiscal year, we were hit with the pandemic. This brought many necessary changes to the organization in how we operated to ensure the safety of our individuals and staff as a priority. It is our strength and diversity that has allowed us to go through this difficult period with minimal outbreaks among the people we support and the employees who are working every day. We can proudly say that we still have been able to accomplish many things in this challenging time. We have been able to maintain all but one of our services either in person, either at alternate locations or virtually. The adaptations that all staff have made are beyond commendable; as has been the adaptability of the people we support.

The two strategic directions that impact the majority of the work we do in our Community and Residential Services are: Leadership in the delivery of specialized services and Excellence in service delivery.

I can clearly see these strategic directions in the work of all our Direct Support Professionals, the Service Coordinators and Resource Professionals who work with families on a daily basis in their communities; and in the area managers and managers that provide excellent support to their staff teams. The combined efforts of everyone clearly adds to the quality of life of those they support, as well as with all of our clinicians who support our Community and Residential teams. And last but not least, our Executive Director who leads us with passion and conviction that we can do it all.

You will see in the statistics just how each program performed with meeting the requirements of our funder – The Ministry of Children, Community and Social Services.

Last year, we underwent a successful Ministry compliance review in the Fall. Out of the 279 indicators that the Ministry looks at, CWSDS was only required to revise 8 (with very minor revisions). This is again, a testament to the dedication of our front line staff, managers, leadership team and Board of Directors' diligence to ensure we are complying and providing the best quality of support and care for our individuals.

With the changes to the Passport Program this past April, we are pleased to share that all of our individuals received an allocation of \$5,000. We met with families and are administering these funds directly. As a result, we now have a full time passport staff who tracks, coordinates and attends many activities through our day services program with the individual and homes.

TERRI BRITTON-KENNEDY
Director of Services



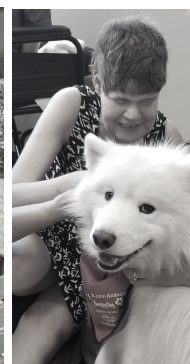
People Supported In Residence

MANAGERS – DEDE BATSON & JOANNE MCCALLUM

CLINICAL DIRECTOR BEHAVIOURAL SERVICES– AUDREY MEISSNER

Over
130

COMMUNITY PARTICIPATION INITIATIVES



71

People supported
at on-site or
community homes



Men (58%)
Avg. Age 50

Women (42%)
Avg. Age 53

100

People
supported
in Respite

6

People
supported
in STATE

Behaviour Support Plans (BSPs)



57% of the people we support
have a BSP

100%

of BSPs are
function based &
meet Ministry
requirements

Skill Acquisition Plans (SAPs)



49%

of individuals
with a BSP also
have SAPs

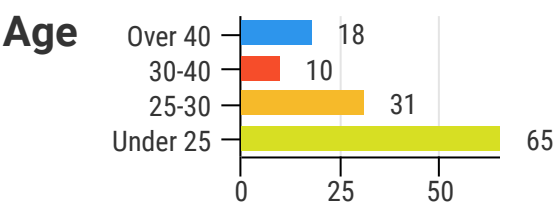
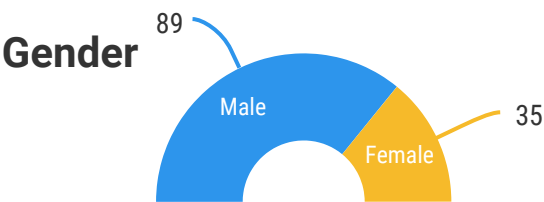
42 number of SAPs
for those with a BSP



DUAL DIAGNOSIS SERVICES

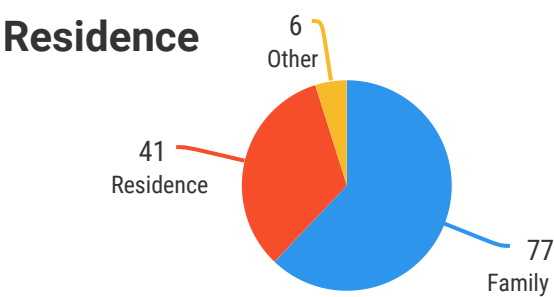
MANAGER – SYLVIA FATTORE

People who are currently in service

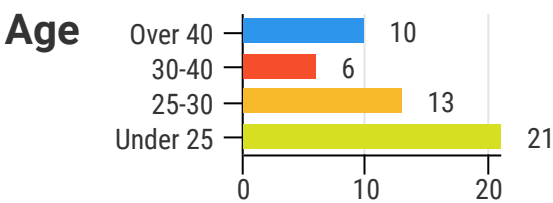
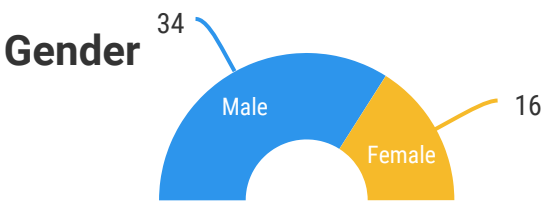


Region/County Served

Dufferin	3
Halton	35
Peel	64
Waterloo	12
Wellington	10

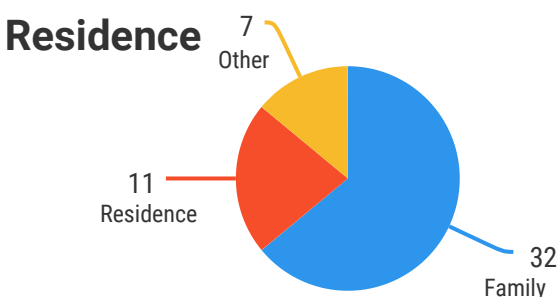


People who were referred for services



Region/County Served

Dufferin	1
Halton	17
Peel	28
Waterloo	2
Wellington	2





HALTON SUPPORT SERVICES & PASSPORT

MANAGER - BETH WATSON

Halton Support Services

Service Coordination:



204

Adults served

169

Children served

Respiteservices.com



153

Workers in the database

876

Active families

Respite Services:



215

Adults served



242

Children served within their home

186

Children served out of their home

Camp:



172

Supported at camp

Autism Funding:



33

served

Medically Fragile

Technologically Dependent:



66

served

Passport Services

Total Allocation 2019-2020*	\$74,302,731
People receiving funding	8,216
People on waitlist	2,571
Approvals	1,395

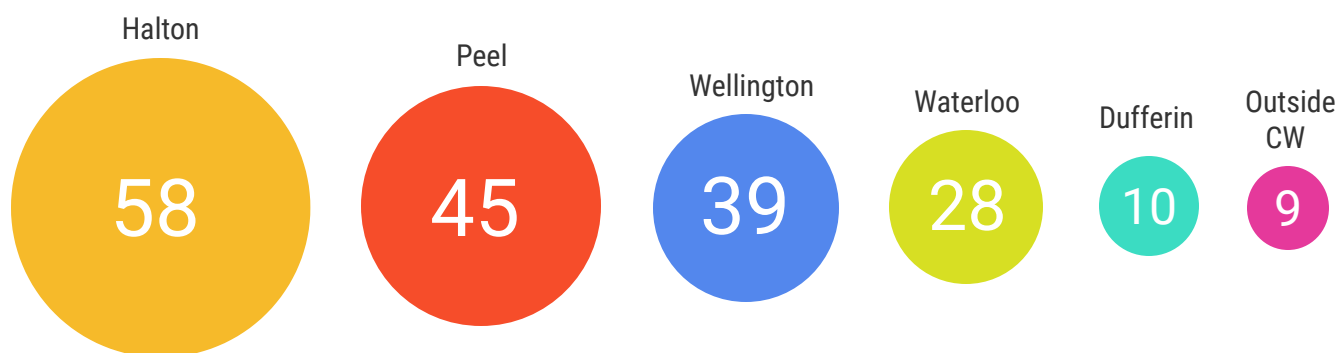
* Funds managed through PassportONE



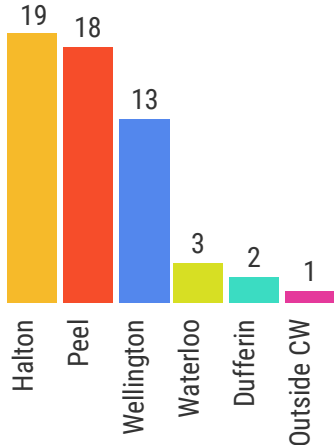
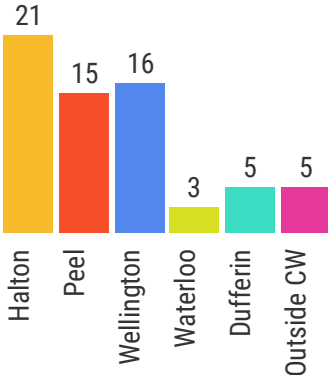
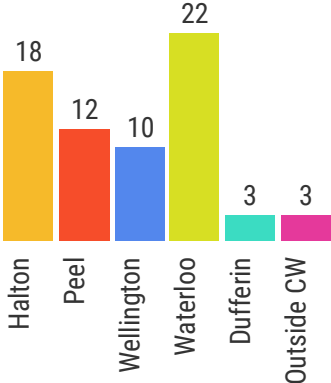
COMMUNITY NETWORKS OF SPECIALIZED CARE

MANAGER – TARA HYATT

Total Referrals in 2019-2020 = 189



Case Assignment Totals (189) by Position

Health Care Facilitators (HCF)	Complex Support Coordinators (CSC)	Dual Diagnosis Justice Coordinators (DDJC)																																										
56	65	68																																										
 <table><thead><tr><th>Region</th><th>Case Assignment Totals</th></tr></thead><tbody><tr><td>Halton</td><td>19</td></tr><tr><td>Peel</td><td>18</td></tr><tr><td>Wellington</td><td>13</td></tr><tr><td>Waterloo</td><td>3</td></tr><tr><td>Dufferin</td><td>2</td></tr><tr><td>Outside CW</td><td>1</td></tr></tbody></table>	Region	Case Assignment Totals	Halton	19	Peel	18	Wellington	13	Waterloo	3	Dufferin	2	Outside CW	1	 <table><thead><tr><th>Region</th><th>Case Assignment Totals</th></tr></thead><tbody><tr><td>Halton</td><td>21</td></tr><tr><td>Peel</td><td>15</td></tr><tr><td>Wellington</td><td>16</td></tr><tr><td>Waterloo</td><td>3</td></tr><tr><td>Dufferin</td><td>5</td></tr><tr><td>Outside CW</td><td>5</td></tr></tbody></table>	Region	Case Assignment Totals	Halton	21	Peel	15	Wellington	16	Waterloo	3	Dufferin	5	Outside CW	5	 <table><thead><tr><th>Region</th><th>Case Assignment Totals</th></tr></thead><tbody><tr><td>Halton</td><td>18</td></tr><tr><td>Peel</td><td>12</td></tr><tr><td>Wellington</td><td>10</td></tr><tr><td>Waterloo</td><td>22</td></tr><tr><td>Dufferin</td><td>3</td></tr><tr><td>Outside CW</td><td>3</td></tr></tbody></table>	Region	Case Assignment Totals	Halton	18	Peel	12	Wellington	10	Waterloo	22	Dufferin	3	Outside CW	3
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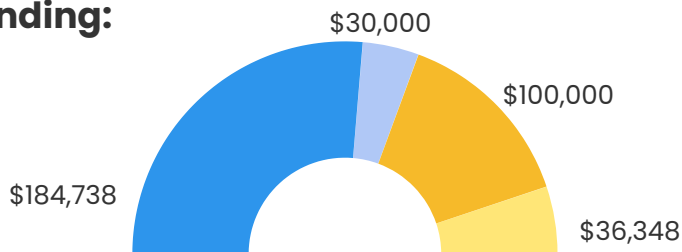


SERVICE RESOLUTION / SOLUTIONS

MANAGER – TARA HYATT

Halton Service Resolution/Solutions

Funding:



- Adult Temporary Support Funding (TSF)
- Preventative Adult Clinical Funding
- Connections Children's Table
- Preventative Child Funding

Caseload:



45 Adults Supported



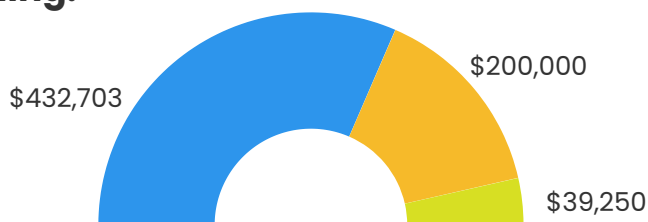
61 Children Supported



26 Urgent Responses Managed

Peel Service Resolution/Solutions

Funding:



- Adult Temporary Support Funding (TSF)
- Peel Children's Review Committee
- Peel Crisis Flex Funding

Caseload:



116 Adults Supported



58 Children Supported



50 Urgent Responses Managed

COMPLEX SPECIAL NEEDS (CSN) - Transfer Payment Funds Managed

CSN Children (28)	CSN Adults (12)	Total (40)
\$4,152,575	\$1,829,570	\$5,982,146



HUMAN RESOURCES

DIRECTOR – MICHELLE ROLSTON

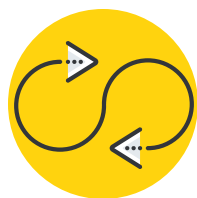
The human resources team continues to focus on attracting and retaining qualified staff who are dedicated to delivering excellence in service for the people we support. Our recruitment team accomplished the following:



78 job applications



19 internal applications



49 internal transfers



80 new hires

CWSDS hired double the amount of relief staff this year vs. last year

VALUES COMMITTEE

With the aim of enhancing employee engagement with CWSDS' core values, this committee has launched many new initiatives such as a bi-monthly newsletter highlighting our values in action and celebrating CWSDS employees and the valuable work that they do for the organization. The committee also organized surprise tokens of appreciation and enhanced the service awards. With the pandemic, the committee shifted focus to helping support the front line staff through specific motivation initiatives, mental health and well-being communications, and monthly appreciation initiatives recognizing staff dedication in keeping colleagues and our individuals healthy and supported.

DIVERSITY & INCLUSION COMMITTEE

Created in response to the Employee Feedback Survey, this committee is comprised of a broad range of employees from across CWSDS programs. The committee seeks to recognize, acknowledge the importance of, and celebrate the many ways the people who work at and are supported by CWSDS are unique. Through regular communications around issues related to diversity and inclusion, the committee aims to generate discussion and positive responses from the CWSDS community.



PEOPLE PORTAL

This year we celebrated a total of **40** employees celebrating a service milestone at Central West Specialized Developmental Services. Thank you to everyone who celebrated this year!

Simon Acquah
Owusu Bobby Addei
Brittany Childs
Dave De Bruyne
Brandon Ecker
Susan Edwards

Shellian Frith
Tara Hyatt
Alicia Norminton
Tom Poray
Saajida Roberts
Sarah Stirling

5

10

Rachel Croll-Reid
Tracey Hobson
Ayotunde Olagbemi

Lolita Cabiles
Kimberly Cannon
Jacqueline Daylo
Saveria Ialeggio
Laurie Koopmans
Antonella McLeod

Nicole Mowbray
Adam Proba
Andrzej Salaniuk
Laura Salmon
Cherilyn Wallace

15

20

Lisa Glenham-Kachuik
Christine Higenell
Beth Watson
Jennifer Whiteside

Karen Cooper
Patrick McCoy
Kim McGuinness
Terry McKnight

Ronald Shea
Michelle Thurgar
Cassie Traill

30

35

Timothy Bedard
Anna Herod
Greg Honsberger

The following employees retired in 2019-2020

Dave Fredericks

Evelyn Gosslin

Kim McGuinness

Brenda Powell

2019-2020 Volunteers

Wendy Archibald
Barbara Azzarello
Barb Barrow
Jeff Berk
Monica Bettazoni
Halton Civitan Club
Olga Gappasova
Michelle Jones

Shahroz Jafri
The Kramer's (Wendy, Jim, & Spencer)
Denise Mitchell
Lori Nero
Mike Nero
Steve Pal
Kelly Perras
Samantha Rose

Brenda Singer
Susan Quinn-Mullins
Marylne Van Exan
Susan Whiteside
Ross Wilson



OUR SUPPORTERS

\$41,104 from \$25,316

(donation annually 2020 from 2019)

This past year, we were able to raise a generous donation of funds to help support those living at CWSDS. The Board of Directors sent out their Holiday Campaign letter again this year to a broader group of families which contributed to the bump in our donations. We are so very grateful & thankful to our supporters for their donations that go directly to help support our family at CWSDS.

CWSDS HONOR ROLL

Leslie Aaron
Farid Amarshi
Ann Marie Armstrong
Christine Bailey
Marsha Batchelor
Jan Beddoe
Gregory Blagdon
Shirley & Robert Borer
Jill Bradbury
Giuseppe Bria
Jenn Brodlieb
Sylvie Bureau
Burlington Nissan
Lina Businaro
Rebecca Colley
Meta Cooper
Lorraine Dach
Deano Demelo
Nick & Natalia Dmitrenko
Normal Dowdall
Olga Gappasova
Sharmain Harris-Nicholas
Leslie Howchin
Foundation for Human Development
IA Financial Group
Shahroz Jafri
Mary Jones
Ethel Kelly
Gerald Kaczur
Marilyn & Frank Kisluk
Heino Knoop

Linda Kochberg
Wendy Kramer
Kramer Family Association
Jacques LallouzMargery
Clare Large
Roger & Denise Leroux
Pat Lieberman
Fiona Maarhuis
Alena Malina
Cara Markic
Luz Marquez
David McConnell
W. Elizabeth McCracken
John McDonald
Gary McDonell
Lena McDonell
Paul Melnyk
Ketan Mistry
Denise Mitchell
Eric Moss
Larry Nachshen
Bruce Nicholson
Paul & Karen Newman
Robert Nosek
Royal Bank of Canada
Garry & Idris O'Neill
Judy Opar
Elaine Peters
Susan Quinn-Mullins
Joan Ramsay
Erwin Redman

Anne Rhodes
Deanna Rosenswig
Patricia Ricardo
Beverly Ross
Mirian Sansalone
Brenda Singer
Gurdev Singh
Rob Smith
Manuel Sobrinho
Barry Stroud
Gerald & Rhea Thibault
Balbir Tumber
Barbara Verrall
Hildegard Verrall
Heinz Wassenberg
Debra Wolfe
Teresa Yu-Longpre
Tie Zhu

In Memory Of

Jane Nicholson

One of our individuals passed away in mid-2019 and her family, in her honor, donated \$10,000 and dedicated a room in the home she resided in.

...Until We Meet Again

This year we had to say goodbye to these beautiful souls:

Michael, John, David, Jane & Ron

Early in 2019, CWSDS commissioned Elena Martoglio, a local Oakville Mosaic artist, to create a memorial wall for individuals in our care that CWSDS have had to say goodbye to. Some of our individuals were able to assist in creating some of the leaves pre-pandemic. Due to COVID, this memorial was recently installed in August 2020 and adorns a wall in the main building at 53 Bond Street.

