

Annual Report 2015 - 2016



Board of Directors' Report:

Susan Quinn-Mullins - Chairperson

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The Board is proud of CWSDS' many successes this year. We maintained our FOCUS accreditation status for 2016 to 2020 – an incredible accomplishment for an organization as diverse as ours. We continued to evolve as a 'person centered organization'. Individual acts carried out daily by staff that has its residents' best interests at heart make this real. Several large projects also helped our efforts. The evolution of Day Services to better match activities to interests was a major change for our staff and those we support. We are about to open Hillside, our 8th community home, offering a new experience for some Bond St. residents. We are developing expertise and programs in geriatric care as those we support enter a new phase of their lives. Our newly-designed website www.cwsds.org showcases those we serve and highlights their compelling stories and achievements.

Our vision is to be 'recognized as driving innovation and excellence in specialized services for individuals with developmental disabilities'. This was the guiding star for the Board and the Senior Management Team as we developed the strategic plan for 2016-2019. The new plan is evolutionary, not revolutionary. It builds on the solid work of past years and acknowledges the changes taking place in the developmental services sector. Five strategic directions have been identified:

Pursue excellence in all areas of specialized services and supports. Our unique clinical knowledge and specialized services for those with complex needs must continue to be based on leading edge practices.

Explore opportunities to align our resources, capacity and expertise with new service possibilities. We must look for opportunities to expand services where there is a need to be filled.

Optimize our organizational infrastructure and business processes. We need increased technology and human resources support, communications and purchasing efficiency to sustain our efforts and adapt to future needs.

Establish strategic relationships in the broader community. We must build our profile in the sector and beyond, strengthening our relationships with those that have a positive impact on our service capacity.

Explore new funding possibilities. To strengthen our organization and enrich our current services, we must consider seeking additional resources among the public and private sectors.

This year was not without its challenges. For the first time in 10 years, we found ourselves in a deficit position owing in part to unforeseen spending on plumbing repairs at 53 Bond St. We must continue to be diligent in ensuring we deliver quality services within our means going forward.

I have enjoyed my first year as Board Chair. I want to especially acknowledge our Executive Director James Duncan and his Senior Team, who continue to successfully deliver on the goals set for them by the Board. Thank you to my fellow Board members, particularly those who give a little extra on the Finance and Governance Committees and special subcommittees. Finally, we remain appreciative of the ongoing financial support of the Ministries of Community and Social Services and Children and Youth Services.

Executive Director's Report: James Duncan

"Sometimes you have to look back in order to understand the things that lie ahead"... Yvonne Woon

The year 2015 - 2016 has been a somewhat different year for CWSDS than the previous 10 consecutive years... it is the first year in many that we have not been actively engaged in growth and further diversification of CWSDS...expansions of services, of jobs, of resources. Those recurring activities of 2005 - 2006 through 2014 - 2015 were all strategic and conscious efforts to grow, diversify, stabilize, secure, and enhance all aspects of CWSDS...past, present, and future.

We took this opportunity to pause and reflect on the "transformation" (announced in June, 2005) of CWSDS (then Oaklands Regional Centre) to assess our strengths – the resulting (and remaining) needs – and lessons learned as the basis for future planning and action.

- We achieved a four year FOCUS accreditation (with a score of 98%);
- We came through Ministry compliance audits with extremely high scores (and achieved continuing compliance);
- Our audits identified sound financial practices, controls, budgeting, and compliance with legislation....but, we were challenged by seven years of no funding increases to base budgets (except for expansions);
- Objective third party reviews of clinical services, specific programs, and operations identified many strengths (along with recommendations towards continuous quality improvement and strengthening of these areas); and
- Interviews with community stakeholders and partners confirmed the strong reputation of CWSDS.

However, we are not settling for these achievements and levels of performance alone....rather we are now charting a continued course and goal to improve and strengthen the organization and our services even further....to identify how we can "just do it" (even) better.

Towards that end, we have identified five strategic directions to guide our work over the coming years....our Board Chair, Susan Quinn-Mullins has identified these in her annual report. Just a few of the many specific strategies related to these five directions are as follows:

- Deliver all aspects of CWSDS' services and business operations using best practices;
- Assure that current / future individuals residing in CWSDS' residential programs can "age in place" supported by CWSDS;
- Build strategic partnerships among relevant community stakeholders to work together in the delivery of care and services to those with complex needs; and
- Take a proactive Provincial role within the Developmental Services sector to help shape the delivery of best practices and solutions to support individuals with complex needs.

In order to continue to strategically move CWSDS forward in the field of Developmental Services, we have identified strategies with accompanying goals and action plans. In reflecting back on our many accomplishments, in both 2015 - 2016 and previous years, I am fully confident in our shared commitment and capacity to achieve the goals we have set for CWSDS.

"Life can only be fully understood backwards; but, we must live life forwards".... Soren Kierkegaard

Residential Services: Terri Britton-Kennedy - Director of Services

Central West Specialized Developmental Services provides a variety of specialized residential settings that support individuals with a dual diagnosis, complex behaviour challenges and geriatric care. We currently operate seven homes in the communities of Oakville, Burlington, Mississauga, Halton Hills and Georgetown. We also support individuals through our downtown Oakville location, where our main offices and recreation centre are located as well. Each program has a Residential Services Manager and an Area Manager who help support the teams to accomplish their goals. Individuals are successful because of their own hard work and the support they receive from our dedicated staff and clinicians. You will see this reflected in the types of goals and activities that occur throughout the year. If you ask anyone receiving Residential Services, they will tell you it is the staff who support them to achieve their goals.

Joanne McCallum - Area Manager House One, Nine, Day Services, Tribecca, Respite House



House One and House Nine - Managed by Christine Higenell

Over the last year House One and Nine were designated as CWSDS' Geriatric areas. What does this mean? The majority of our individuals living in these homes are over the age of 50 and are moving towards the senior stages of life. CWSDS' model of geriatric service and support maintains a good quality of life for the individuals we support, while providing opportunities for as much independence as possible and to "age in place". We are doing this through staff training and development on how to best interact, socialize

and recognize potential concerns for the individuals. Some of the staff training has included: The Normal Aging Process, Dementia (from the Alzheimer's Society), Sensory Changes in the Elderly and Elder Safe Management. Staff recently completed an administrative screening tool for each individual. This tool will serve as a base line to note functional decline and health problems and to record information useful for further assessment. Staff continue to strive to assist and maintain each individual's independence, while recognizing their changing needs.

Day Services - Managed by Colleen Croll-Reid

Day Services areas have gone through some wonderful reorganizational changes in the past year! In October 2015 we worked with the individuals we support to help develop more meaningful activities and training programs. We looked at our existing programs and set the course to enhance and improve upon the basic foundational programming. By the end of October we "reopened" with the following programs in our main building: Creative Expressions, Timeless Connections, Body, Mind and Spirit and Step by Step. The Back to Basics program is operated from Forester home. Each program operates on a rotational basis and is multi-faceted, meeting the varying needs of the individuals. We began our second semester in January and we are already setting plans for our upcoming session. The feedback from the people we support has been very positive! The individuals and staff remember Elfie, who passed away earlier this year. Elfie worked at CWSDS for over 35 years, and she is missed.



David at Day Services

Residential Services continued...

Tribeca - Managed by Amanda Poelmann

Tribeca is a busy home where 5 young, active individuals live. They are very active, participating members in their community in Oakville. They enjoy a variety of activities including swimming, grocery shopping at a local grocery store, delivering the local newspaper (The Oakville Beaver) and other activities in and around town. The individuals also enjoy food preparation. We are lucky to have high family involvement at Tribeca and we host family dinners and celebrate lots of events. Tribeca stands out as an exciting, busy, ever changing home.



Jess with her chalk on the porch

Jay



Respite House - Managed by Lindsey McFarlane

The Respite program at CWSDS provides non-emergency respite for families and caregivers of persons with developmental disabilities. We provide respite for up to 10 days per month with a 10 bed capacity. Our program is designed to ensure that the individuals we serve have an active, safe, and happy stay by engaging them in recreational activities. Recent outings included a trip to the Toronto Zoo, High Park Zoo and the Royal Botanical Gardens. We provide overnight respite for weekends or Monday to Friday stays. We serve individuals from age 5 to 65 and have a dedicated children's weekend every 6 weeks. The Respite House provides respite to individuals who are medically fragile, have a mental health diagnosis, and complex behavioural needs.

Dede Batson - Area Manager Star Lane, Grand Blvd., Dorset, Gallager, House Two and Six

Star Lane - Managed by Ginny Scott

The ladies of Star Lane are busy! Between Day Services and their social engagements, the calendar is always full. The ladies use iPads, tablets and voice talkers to help with communication, as well as educational activities. Shopping for meals, special outfits and presents keep them busy deciding what they need. Everyone enjoys their home and they are proud of it.



Bev and John at the Valentine's Dance

Grand Blvd. - Managed by Ginny Scott

The gentlemen at Grand Blvd love to spend time sitting on their front porch watching the world go by, however they don't have much time to do that. Everyone spends time in Day Services whether it is with CWSDS or another agency. Most nights after dinner the guys split apart to attend their chosen activities. Some of these activities include Friendship Club, the YMCA, swimming, bowling, bingo, floor hockey, hikes, out for coffee, movies and golf (Saturdays in good weather). The guys take great pride in their home and love when people stop by for a visit.

Residential Services continued...

Dorset - Managed by Ginny Scott

Dorset has been open for two years now. They have spent plenty of time exploring the community around them. They have Day Services to attend during the week, and weeknights and weekends are spent doing leisure activities. They have been to Stratford, Toronto Zoo, the movies, local restaurants and festivals. Family members have enjoyed our hospitality and we are planning more family gatherings.

Ian and David at the Royal Botanical Gardens



Gallager - Managed by Rose Thachuk

We have been in our new home for two years now and are busy making it our own and putting our stamp on it. After lots of hard work we have begun stepping out into the community. We have done picnics in the park, horse back riding, African Lion Safari, and the drive-in. We are socializing more with our friends at CWSDS and are even making plans to attend a day program. Our families visit with us often and we held a BBQ in our back yard for the center. Looking forward to seeing what the next year brings.

House Two - Managed by Carla Scibetta-Heathfield

House Two has had a few changes in the last year. They welcomed a new manager, had two of their peers move to different locations and welcomed a new individual to the house. The individuals in House Two enjoy a variety of activities from leisure walks on the property, to dinners out at their favorite restaurants.



Michael & Darren at the harbour

House Six - Managed by Jackie Currie

House Six is home to 6 busy individuals. It is the newest of CWSDS' programs, opening in the spring of 2014. The gentlemen love to be out and about and explore all that Oakville and the surrounding areas have to offer. House Six focuses on building and developing skills to support the gentlemen in their everyday lives. The families are very involved with their loved ones and are significant advocates.

John on his bike



Residential Services continued...

Colleen Cook - Area Manager Pineview, Halton Hills, Bond House, STATE

Pineview - Managed by Michelle Thurgar

Four individuals reside at Pineview. They follow daily programming consisting of skill building and in-house and community based activities, in and around Milton. The individuals take full advantage of their spacious home, allowing them quiet time to complete their work. They enjoy celebrating special occasions and holidays with their families.

Halton Hills - Managed by Michelle Thurgar

Five energetic individuals live at Halton Hills. During the day they have a workspace for skill building and daily activities, as well as community based activities. When they are not busy at work, they love walking on their outdoor track and gardening. A Halton Hills favourite is karaoke! They attend sing-a-longs at Bob Rumball Centre, attend summer camps and look forward to their annual family BBQ.

S.T.A.T.E. - Managed by Christina Mann

STATE is a short-term (6 - 12 months) assessment and treatment home for individuals who have a dual diagnosis and are having difficulty living in their community. Individuals referred to STATE must be in active treatment with the Dual Diagnosis team. The clinical team and residential staff at STATE are highly trained to support individuals experiencing challenging issues in their lives, that are affecting their quality of life. The goal of the STATE program is to assess and treat the person so they can return to their home community and lead a full life.



Fun at the pumpkin patch

Bond House / Hillside - Managed by Christina Mann

Bond House is home for five gentlemen who are eagerly awaiting a move to our most recently renovated home. It is down the street from Halton Hills and very close to Pineview. These men will have many new experiences ahead of them and we wish them much happiness in their new community!

The Voice Committee - Gerry interviewed Chris - Paragraph written by Chris

The Voice committee is a committee of residents at Central West Specialized Developmental Services that meet to talk about different topics. The people that are in The Voice committee are Gerry, Chris, Bev, Martin, John, Janice, Michelle and David. The people in the Voice committee meet once every month. The Voice committee meets in the Creative Expressions workshop. The types of things we talk about in The Voice committee are: dream boards, important documents, accessibility, advocacy and rights, and other community Voice committees. The Voice committee

has future plans to plan a get together to invite CLNH and CLO to a get to know us event at Central West. Central West was invited to the CLO workshop called Keeping Your Dreams Alive where we made dream boards. The dream boards display our dreams, our strengths and our likes. We had a choice to display our dreams on a board or in a diary or on a Bristol board. We had a few different choices. The dream boards are a way to look at what we are achieving and what we are aiming towards.



Dual Diagnosis Service: Sylvia Fattore - Clinical Director

This year has been a very successful and busy year for the DDS team as we provided service to 131 individuals across five regions and implemented a formalized person centered approach. See utilization statistics on Page No. 9. This approach supports people receiving services to have a greater opportunity to provide ongoing input regarding their treatment plan and the goals they want to achieve.

The continued dedication and commitment of our DDS team, as the individuals referred to us continue to become more complex, is outstanding. This view is also supported by the testimonials cited below:

Wellington Family – ***“Just a wonderful team – feel so blessed that B had the support over the years”***

Waterloo Agency Supervisor – ***“DDS, always checking in to see how client/agency is doing”***

Wellington Individual – ***“They listened to me and I could tell them everything, they respected what I had to say”***

Peel Support Staff – ***“The most helpful part of the service was the fact the team took the time to understand C”***

Halton Family – ***“Dual Diagnosis is a very good service for families affected by this unfortunate situation...You people are out there providing tremendous support to families”***

At this time, I would like to thank the DDS team in their provision of tertiary support to some of the most complex people in the region. The team continues to go above and beyond in their roles to assist extremely complex individuals, their support network and families. In 2015 - 2016 the DDS teams' caseload increased by 11 and our intake department processed a total of 52 referrals. The DDS team is very excited to announce that this year we will be offering Parent Management Training (PMT) to parents of individuals receiving services. PMT provides parents with practical behavioural skills and concepts that can be used at home to address complex behaviours, and includes videos, demonstrations, and role-playing, all provided within a supportive network.

Dual Diagnosis Justice Coordinator - is providing training on working within the justice system to community partners and individuals with a Dual Diagnosis involved in the system. Training has occurred at Community Living Guelph Wellington and at Community Living Dufferin. These sessions help in understanding the role of Police and the individuals' rights. Future training will take place at Maplehurst Correctional Complex with probation and parole staff to provide them with knowledge and tools on how to identify and to assist individuals with a Dual Diagnosis who may be in custody. See utilization statistics on Page No. 9.

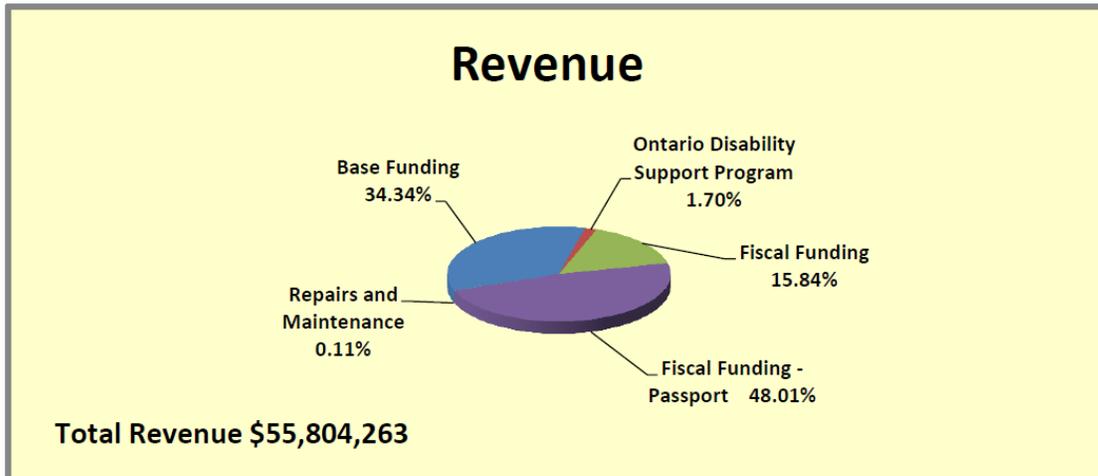
Client from recent training session - ***“His training on police and my rights helped me so much. I now know that I don't have to be afraid of police and that they can really help me. Like really help me.”***

Nurses, Behaviour Therapists and Clinicians

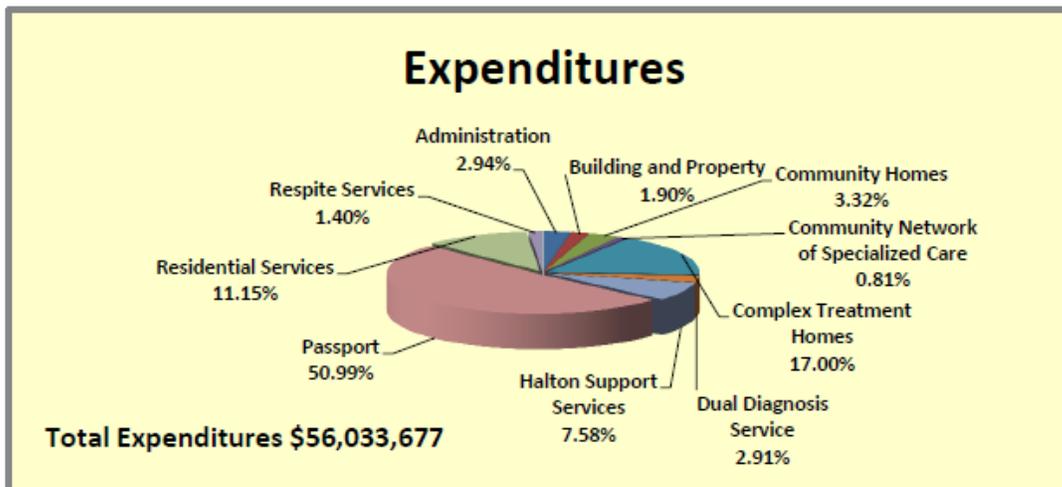
CWSDS is extremely fortunate to have a wonderful, experienced team of clinicians who are dedicated and passionate about the service and care they provide to individuals. Our Nursing team, Occupational Therapist team, Speech-Language team, Behaviour Therapists and Consulting Psychiatrist, Psychologist and Physicians are making connections that create unique clinical experiences for the individuals we support. The growth for everyone involved has been more than expected. Individuals supported are assured of our commitment to the highest quality of service through following best practices, being willing to work closely and cooperatively to fill in any gaps that arise, and by going beyond expectations. Without the clinicians' shared pride and accountability, we simply could not be so satisfactorily triumphant.

The quality of service that is provided is exemplary, and the results of all your hard work and dedication, truly comes down to you.

Financial Summary - 2015/2016: Kelly Kocken - Director



Central West Specialized Developmental Services had an operating deficit of \$229,414 (0.4%), with 95% of revenue going directly to programs and services for individuals. Expenditures that contributed to the operating deficit are major capital repairs and staffing costs related to client pressures.



Charitable Donation Fund

Statement of Revenue and Expenditure Net Assets For the year ended March 31, 2016

Revenue	
Donations	\$24,865
Expenditures	
Equipment	11,837
Recreation	<u>13,676</u>
	25,513
Excess of revenue over expenditures	(648)
Balance, beginning of year	<u>112,722</u>
Balance, end of year	\$112,074

CWSDS - By The Numbers -

Halton Support Services – 2015-2016

Children's Services:	289		
Adult Services:	249		
Respite Services:	726 children / 438 adults		
MFTD:	65 children		
Intake Referral	2014-2015	2015-2016	Increase
Children's Intake to HSS	122	164	25.6%
DSO Referrals – Service Coordination or Respite	105	158	33.5%

Videoconferencing was used clinically for 81 hours and 106 hours for administrative / educational events.

Respite House provided service to 137 individuals during 349 service days this year. This equates to 48,864 hours of Respite.



Our Residential Homes – Locations – Number of People

House One (Oakville) - 10	Bond House (Oakville) - 5	Halton Hills (Halton Hills) - 5
House Two (Oakville) - 9	Dorset (Burlington) - 5	Pineview (Halton Hills) - 4
House Six (Oakville) - 6	Gallager (Mississauga) - 2	Star Lane (Burlington) - 6
House Nine (Oakville) - 11	Grand Blvd. (Oakville) - 5	Tribecca (Oakville) - 5
STATE (Oakville) - 5		

Dual Diagnosis Service and Dual Diagnosis Justice Service – Statistics 2015-2016

	Gender		Age of Individuals Served				Region / County Served					Residence		
	M	F	Under 25	25-30	30-40	Over 40	Dufferin	Halton	Peel	Waterloo	Wellington	Family	Residence	Other
DDS														
Supported	80	51	58	25	21	27	7	29	54	22	19	72	50	9
Intake	32	20	21	9	10	12	3	12	28	4	5	31	10	11
DDJS														
Supported	16	4	9	5	5	1	1	0	0	11	8	8	6	6

Central West Region Passport Program

Passport Funding Managed on Behalf of MCSS:	\$30,802,663
Provided Funding to Individuals:	3,188
Managed Own Funding:	69%
Used Transfer Payment Agency:	25%
Used a Combination of Both:	6%
Utilization Rate Over:	92%

Central West Region Community Network of Specialized Care:

- Over 1,100 people attended educational and training events
- Currently 14 program teams (involving 44 staff) are participating in the Common Thread Initiative.

Community Network of Specialized Care (Central West Region): Tara Hyatt - Coordinator

The Community Networks of Specialized Care (CNSC) continue to work alongside our community partners towards an efficient and effective cross-sector service system that supports individuals with developmental disabilities and mental health needs and/or challenging behaviour – ensuring a system that is coordinated, flexible, integrated and accessible.

This year, the CNSCs have been provided with an updated provincial mandate to: ***Facilitate and Enable the Integration and Coordination of Local Service Delivery Across Health and Developmental Service Sectors; Enhance Existing Delivery of Developmental Services and Health Services for People with a Dual Diagnosis or Challenging Behaviour; and to Build Community Capacity to Better Support Individuals with Dual Diagnosis.***

The Central West Region CNSC is currently revising its work plan and identifying priority activities for the next 12 -18 months based on the above mandate. **Strategic priorities include:**

Education and Training which has continued to focus on events in person, web-based and by videoconference, building capacity for over 1,100 direct support professionals, clinicians, and medical students this year. There continues to be a specific focus on the Common Tread Initiative (CTI) which is working to increase knowledge transfer, and help program teams better respond to and solve problems related to complex and challenging behaviours. To date 14 program teams from Central West Region participated, which includes 44 staff both at a manager/supervisor level and front line staff. An evaluation of Cohort 1 has been completed and an evaluation of Cohort 2 is currently underway. Cohort 3 will begin in June 2016.

Building Knowledge Transfer into our training and resources to speak to the long term impact of CNSC's training and educational events.

Enhancing Service Delivery with a focus on making cross-sector linkages to time-limited specialized assessment and consultation. We continue to promote and integrate the Tools for the Primary Care of People with Developmental Disabilities into practice, with a focus on building capacity within the LHINs with existing and future physicians, as well as other health care professionals. One way we do this is through specialized psychiatric consultations with Dr. Rao.

Exciting News: The Community Networks of Specialized Care have a new and improved website that provides information and resources to our community. Please visit our site at:

www.community-networks.ca

The CNSCs are moving towards having a more

Provincial focus and are working together on a number of education and research projects. The main project the CNSCs have worked on this year is the launch of the Consensus Guidelines for the Care, Support and Treatment of People with a Developmental Disability and Challenging Behaviours. In March, Central West Region hosted our launch in Milton. This event was attended by over

Provincial Networks of Specialized Care

60 cross-sector professionals, including front line staff, managers and executive directors. This session was facilitated by individuals who were part of a Provincial Resource group for the Guidelines, which included four CWSDS' staff. Feedback from the launch included: **“Well done! Information was laid out clearly, loved references to guidelines, pages & various resources; lots of great work done pulling info together in an organized way”**.

Halton Support Services: Robert Bingham - Director of Services

Halton Support Services (HSS) continues to provide a variety of supports to individuals with a developmental disability and children with a mental health diagnosis and their families.

See service statistics on Page No. 9.

Administration/Financial Support: HSS supports people in many different ways - administration staff assist families in monitoring/paying invoices for Passport and Special Services at Home funding. There was a significant increase in the number of families requesting this type of support in the past year.

Children's Intake and Service Coordination Programs: Have touched the lives of over 335 children, up to the age of 18. We assist families to navigate through community supports and services and provide support in school meetings. We help in the development of their children through Integrated Transition Planning (ITP), helping families to plan as their children move into adulthood.

Adult Intake and Service Coordination Programs: Adults (18 and over) are referred to HSS from Developmental Services Ontario (DSO). This year 105 referrals were made, seeing the Program providing support to over 249 individuals and their families. Supports include reconnecting people to their community and connecting people with specialized services.

Respite Program: HSS Respite Program continues to facilitate "SibShop" (workshops for children between the ages of 7 and 14, who have siblings with a developmental disability). These popular workshops provide special opportunities for families and their children monthly in four locations throughout the Region.

Medically Fragile Technology Dependent (MFTD): Service Coordination and funding is provided through HSS' Respite Program who partner with local Community Care Access Centres. We supported 65 children this fiscal year; an increase of 2 children from the previous year.

Halton WrapAround: Worked with 28 individuals and their families this past year. With supports and connections to the community, 13 individuals have successfully transitioned out of the Program. WrapAround also worked with agencies providing seniors with mini-wraps to assist with transition into long term care.

Service Solutions: Providing service coordination to children with complex needs. This is the second year of providing this service and we have surpassed our target and our intake numbers continue to grow.

The Last Word...It is sometimes difficult to convey the impact that the staff at HSS have on people and their families. The following are some excerpts from letters received from HSS families:

"Thanks to the caring staff at Halton Support Services, my daughter has a safe and appropriate place to sleep without placing financial strain on our family.....purchasing a medical bed for my daughter...needs supportive devices to have stability to stay in a safe position. We are so thankful for the work they do, and for their caring hearts. Halton Support Services has gone above and beyond for our family and helped us in ways we didn't even know were possible."

"Our family has been using the services of Halton Support Services for several years.....have been a wonderful source of help and information in our journey to help our son over the years. We have relied heavily on the advice, support and assistance provided to us by Halton Support Services. They have truly been our safety net. We are very grateful for all you have done and continue to do."

"I would like to express my deepest gratitude to Halton Support Services for the exceptional service and support to our family. There is so much more I could speak to as to how Halton Support Services has been a life saver for me especially being new in the area. The service provided is second to none and I am extremely fortunate have your organization in my life."

Central West Region Passport Program: Beth Watson - Manager

This year the Passport Program provided funds to 3,188 individuals who reside in the Central West Region. The Program, on behalf of the Ministry of Community and Social Services, managed \$30,802,663. in funding with a utilization rate of over 92%. See additional statistics on Page No. 9.

The Passport Program strives to achieve 100% customer satisfaction from the people we interact with on a daily basis. The following is some of the feedback the Passport Program received from families this year:

“Customer Service Representatives are very dedicated people, compassionate and very good at their jobs”.

“The Passport team is very informative and provide good information to families and individuals when I have called in”.

“Many thanks to all the staff at the Passport office as they go above and beyond every day to help people who have a developmental disability”.

The Passport Community Development team has been in place since 2014 helping to bridge the gap between the community needs and services. The team has held resource fairs in each community, parent nights/ information nights, a camp fair, a lawyer information session, monthly drop-ins and has linked individuals with funding to local agencies to purchase services they are interested in. The focus of the Development team is to increase utilization of Passport funding through identifying gaps and trends to their local agencies, in hopes of developing programs to address these issues.

The Central West Region Passport Program would like to thank the families we support, the Ministry of Community and Social Services and the communities we work with for entrusting CWSDS with this important and valuable program.

Volunteers are the roots of strong communities and we thank all those who volunteer at CWSDS

<p>Nauman Abbasi Wendy Archibald Chris Beddoe Shirley Borer Christine Boutcher Jill Bradbury Burlington Humane Society Civitan Ladies Club John Costantini Martin Dach</p>	<p>Bev Farrow Eileen Farrow Stephen Fletcher Brian Grant David Hancock Burke Heather Robert Hickey Jim Kramer Spencer Kramer Wendy Kramer Thomas Lindsay</p>	<p>Gary Lynd Susan Lynd Victor Morgado Lori Nero Michael Nero Darren Nolan Julia Oosterman Kelly Perras Gerry Plummer Catherine Potechin Susan Quinn-Mullins</p>	<p>Gerry Rhodes Samantha Rose Margaret Scott Muriel Simpson Brenda Singer Peter Skov Michelle Smyllie Sandy Sutton Janice Taylor Marlyne VanExan Robert Verrall</p>
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The following is some feedback that CWSDS received from families:

“What could be better than to spend Christmas day with the whole family? It was one of the best days of Christmas over the years.”
(Pineview)

“We are very appreciative and thankful to the team who takes care of her. When she is there we know she is in good hands and you give us an opportunity to re-energize as parents.” (Respite House)

“...wanted to thank you for creating some special Easter memories for us. It was so lovely to join S. for Sunday Easter dinner. cooked such a delicious dinner and set such a lovely table.....staff are very special!!” (Tribeca)

“I cannot express how much my family and I appreciate the efforts and compassion shown by everyone. It is appreciated more than you know.”
(Residential - 53 Bond St.)

Human Resources: Susan Simpson - Director

Recruitment is always a primary focus of CWSDS Human Resources' department. With a staff now dedicated to the recruitment process, we were able to implement new processes that allowed us to achieve the following:

Job Postings	Internal Interviews	External Interviews	Internal Transfers	New Hires
115	52	172	72	57

As we begin to stabilize following five years of active growth, our emphasis is on increasing our casual relief pool and ensuring we have sufficient summer staff to provide coverage during planned and unplanned absences. Our goal is to ensure the individuals supported by CWSDS are provided with quality care and supports through effective and timely hiring practices.

We are proud to recognize the long-term services of the following employees:

Staff Service Awards

Five Years			10 Years	
Emmanuel Aigbedion Vivian Awuni Denese Boothe-Bryant O'Shani Cardwell Cassandra Chromczak Maggie Findlay	Leisa McKenzie Kristin May Katarzyna Mazurek Dorothy Oduro Jessica Parmenter Tracey Pope	Lashorna Rowe Alana Till Susanna Tillich Wendy Walsh Shalkta White Marta Zausz	Daphne Appleyard Jill Cameron Millicent Gayle Carolyn Gayle-Ubani William Johnston Tony Kirkelos	Ann McCulloch Monika McLaughlin Tara-Lynn Pacheco Shawn Perry Emily Rimay
Fifteen Years	Twenty Years	Twenty-Five Years	Thirty Years	
Susan Eskit Evelyn Goslin Cynthia Minaker Lesley Pacheco Heather Smits Tiffany VanEvery	Karen Hunter	Susan Backwell Mary Bedard Shannon Davis Ron Kowaleski Cheryl Nudds Lisa Webber	Heather Feil Kelly Kocken Louise Latourelle Sharon Pepin Nancy Plume Rose Thachuk	

Quality Improvement Committee:

The Quality Improvement (QI) Committee supports the management of continuous quality improvement activities for individuals supported by CWSDS. This Committee also provides leadership and support to the Accreditation Committee and the Clinical Ethics Review Committee (CERC).

Satisfaction surveys were sent to each of our families (both for our residential homes and our respite program). There was a 56% return rate from families with individuals in our residential homes and 84% of the families expressed their overall satisfaction. There was a 31% return rate for surveys sent to families utilizing the respite program; 78% responded with their overall satisfaction. Results from the surveys have been shared with staff and Managers and recommendations continue to be implemented. Results will also be posted on our new web site.

During the past year, the Committee developed electronic forms to better track progress of the goals identified in individuals' Personal Support Plans.

Benchmarks are established in 20 categories for the programs and services we provide. If the data related to these categories indicates that the benchmark has been reached, further attention, action and monitoring is required to return to levels below the benchmark. We are pleased to report that some areas never reached the levels of the benchmark; and in those instances where that level was reached, it only occurred 15% of the time.

This year the plans and data for 21 individuals with complex needs were presented by their teams to the CERC Committee for review. In addition, 18 different behaviour support plans with supporting data were reviewed. In the fall of 2016, the Committee's focus will further evolve, strengthening their ethical review role.

After working diligently over the past four years, to improve upon the supports and services provided at Central West Specialized Developmental Services, FOCUS Accreditation held their second on-site visit to CWSDS during the week of February 22nd.

Accreditation

Sue, John, Gerry, Chris, Michelle, Bev and Martin held an early morning musical performance to welcome Focus Accreditation to CWSDS - what a great kick off!!



Throughout the process to make evident the great work that we do every day, there were 15 overall Domains with 192 Standards to be met. We met all 15 Domains, and scored a rating of 378 out of a possible score of 386. FOCUS has provided us with 8 recommendations that they feel will further strengthen the organization and the people we support, and stated that CWSDS "clearly demonstrates a commitment to accountability and quality, and a desire to continue to improve the lives of the people they support".

Overall, CWSDS' rating from FOCUS Accreditation translates into a score of 98%

We thank all those who participated - for your incredible effort, commitment and professionalism - it has resulted in achieving our second accreditation award (2016 to 2020).

CONGRATULATIONS!

What else happened last year?

**Our Annual Report has grown in size over the years.
This year we have 16 pages of information, financial statistics and pictures.
This page holds additional information that is of interest:**

It is always good practice to stop and reflect on the services and supports we provided to the individuals in our care. This year we did that a lot:

- * FOCUS Accreditation found CWSDS to be worthy of a four-year accreditation;
- * Ministry of Community and Social Services reviewed and inspected Gallagher, Grand Blvd. and Star Lane. This resulted in being compliant in all but 4 of 280 compliance standards (that were all easily resolved and achieved);
- * External reviews were conducted at Gallagher and House Six (programs in operation for two years) and valuable recommendations are being implemented; and
- * Internal reviews of both Halton Support Services and Passport were undertaken earlier this year and recommendations are forthcoming.

Reviews such as these ultimately result in an improved quality of life for those we support!

The following staff retired during the fiscal year April 2015 / March 2016:

**Ruth Berube, Mary Lynn Boutcher, Maureen Robinson,
Butch Tinio and Sue Turner**

We wish them all the best!

French Language Services Act / Developmental Services Sector

The French language Services (FLS) Act:

- Guarantees services in French from the Government of Ontario;
- Designates 25 areas in Ontario (Peel Region is one of the areas).

CWSDS provides service and supports in Peel Region and therefore must ensure that services are available in French. We have partnered with Peel Behavioural Services (PBS). If a French-speaking person contacts us, they will be referred to PBS. We are in compliance with the FLS Act, with plans to strengthen services provided bilingually.

Accessibility

CWSDS provides its services in a way that respects the dignity and independence of people with disabilities, while meeting the legislative requirements of the Accessibility for Ontarions Disability Act (AODA). We are committed to providing people with disabilities the same opportunity to access our services, allowing them to benefit from the services in the same place and in a similar way as those without disabilities.

Communication: It can never be good enough!

Please visit our new website often - we will be using it to keep people up to date. We have begun to develop a framework, structure and process to improve our internal and external communication approach so that they are consistent with the "brand" of CWSDS.

ANNUAL REPORT 2015 - 2016

Central West Specialized
Developmental Services
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Oakville, ON L6K 1L8

Phone: 905-844-7864
Fax: 905-844-3545



Visit our new
website!
www.cwsds.ca

Vision

Recognized as driving innovation and excellence
in specialized services for individuals
with developmental disabilities

Purpose

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

Values

- Accountability
- Adaptability
- Collaboration
- Inclusion
- Innovation
- Respect

Board of Directors 2015 / 2016

Burke Heather - Past Chairperson
Susan Quinn-Mullins - Chairperson
Stephen Fletcher- Vice Chairperson
Mike Nero - Secretary / Treasurer

Nauman Abbasi
Wendy Archibald
Jill Bradbury
Robert Hickey
Julia Oosterman
Catherine Potechin
Brenda Singer
Robert Verrall

Finance Committee

Mike Nero - Chairperson
James Duncan
Kelly Kocken
Robert Verrall

Quality Improvement Committee

Robert Bingham
Terri Britton-Kennedy
James Duncan
Karen Hunter
Joanne McCallum
Pat McCoy
Marnie Russell