

Central West Specialized Developmental Services

Annual Report 2020 - 2021

Helping People Reach Their Full Potential





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MESSAGE FROM THE CHAIR

The Board is excited to present all the accomplishments of the organization this year, but would be remiss if we did not begin our report by acknowledging the tremendous efforts and dedication of all our staff in keeping those that we support safe and engaged throughout this pandemic. These have been challenging times for all and have further exposed the vulnerabilities of those with intellectual and developmental disabilities. Our commitment to their wellbeing has remained constant and we recognize our important role of being strong advocates and a voice for those who cannot speak for themselves.



We are so pleased with how the staff stepped up to immediately address infection prevention and control throughout the organization and continue to do so. CWSDS has developed a focused forum to support the important measures necessary to keep everyone safe. Strong health partnerships have been nurtured across the region with agencies such as Public Health and the Infection Prevention and Control Hub in Halton. We not only supported vaccination efforts for all at CWSDS, but also extended our resources to assist with the vaccination efforts of other agencies within the developmental sector. We value and respect the partnerships across the region as well as our important role in supporting others.

We explored ways in which to continue to support families while considering all the public health measures in place during the pandemic response. We revised how we deliver Day Services so that the people we support can continue to have meaningful and engaging activities. We also revised our Respite Program and developed a Reverse Respite Program to support families in the community. Visiting restrictions have impacted our families and the people that we support in a significant way. In alignment with Ministry guidelines, we built gazebos on our outdoor spaces at Bond Street to make family visits a bit more comfortable. Community home front-line workers set up areas that allowed visits at our community homes with physical distancing and PPE. We recognize and appreciate that this is a challenging time and thank all family members for their sacrifices.

However, the pandemic has not stopped the organization from moving forward in a thoughtful and deliberate manner. With new leadership from Silvie Crawford, we have refreshed our strategic plan and continue to work towards our vision of *driving excellence in specialized services for people with intellectual and developmental disabilities and complex needs*. Staff and leadership from across the organization have been engaged in this work. We also developed a robust communication plan to ensure that staff, community partners and our families, are well informed on all aspects of the organization so that they can truly be part of what we do.

Throughout the following pages, you will find examples of how the organization has not only well supported those with complex intellectual and developmental disabilities, but also laid a solid foundation upon which to further build the important role CWSDS has across the community, region and beyond.

A handwritten signature in black ink, which reads "Susan Quinn-Mullins". The signature is written in a cursive, flowing style.

Susan Quinn-Mullins

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.

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 **325** full time, and part-time employees and **13** volunteers help us to reach our purpose every day.

We support people in **11** on-site and community homes in **2** regions



Through **4** collaborative community services we support an additional **8,000** people in the Central West Region.

OUR VALUES

Our Vision

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

Our Purpose

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

Our Values

Accountability
Adaptability
Collaboration
Inclusion
Innovation
Respect

BOARD OF DIRECTORS

Wendy Archibald

Barb Barrow

Jeff Berk

Monica Bettazzoni, Vice-Chair

Andrew Falls

Olga Gappassova

Shahroz Jafri

Denise Mitchell

Mike Nero, Treasurer/Secretary

Brenda Singer

Susan Quinn-Mullins, Chair

STRATEGIC LEADERSHIP TEAM

Silvie Crawford, CEO

Dede Batson

Terri Britton-Kennedy

Lisa Cranstoun

Sylvia Fattore

Tajinder Hundal

Tara Hyatt

Kelly Kocken

Joanne McCallum

Audrey Meissner

Michelle Rolston

Beth Watson

Hank Wroblewski

STRATEGIC PLAN 2021 - 2024

The Board of Directors, the leadership team and our staff are committed and dedicated to further cultivating and evolving the organization. All recognize the critical role that a strategic plan has in setting the direction and overseeing the quality and effectiveness of the services offered. We understand the important responsibility we have in being strong advocates for those with intellectual and developmental disabilities. CWSDS has a solid foundation built on respect and trust for what we do each and every day for those that we support, our community and partners both regionally and provincially. The four strategic directions outlined in our 2021 - 2024 Strategic Plan are the core of our foundation, enabling CWSDS to provide leadership and innovation in the pursuit of excellence in delivering person-centred services.

Strategic Direction No. 1:

Exemplify leadership and excellence in the delivery of specialized services.

Strategic Direction No. 2:

Drive operational efficiencies and generation of new revenue and funding for existing and new opportunities.

Strategic Direction No. 3:

Optimize organizational infrastructure and business processes.

Strategic Direction No. 4:

Employees promote and enhance the Vision, Purpose and Values of CWSDS.

CWSDS Partnership with RNAO – Learn With Us, Lead With Us

CWSDS and RNAO’s collaboration aims to advance specialized clinical services and collectively optimize health outcomes of the people supported. In doing so, we will elevate our quality of service by:

- (1) Enhancing Quality of Life
- (2) Developing Innovative Tools
- (3) Improving Delivery of Services
- (4) Expanding and Sharing Information

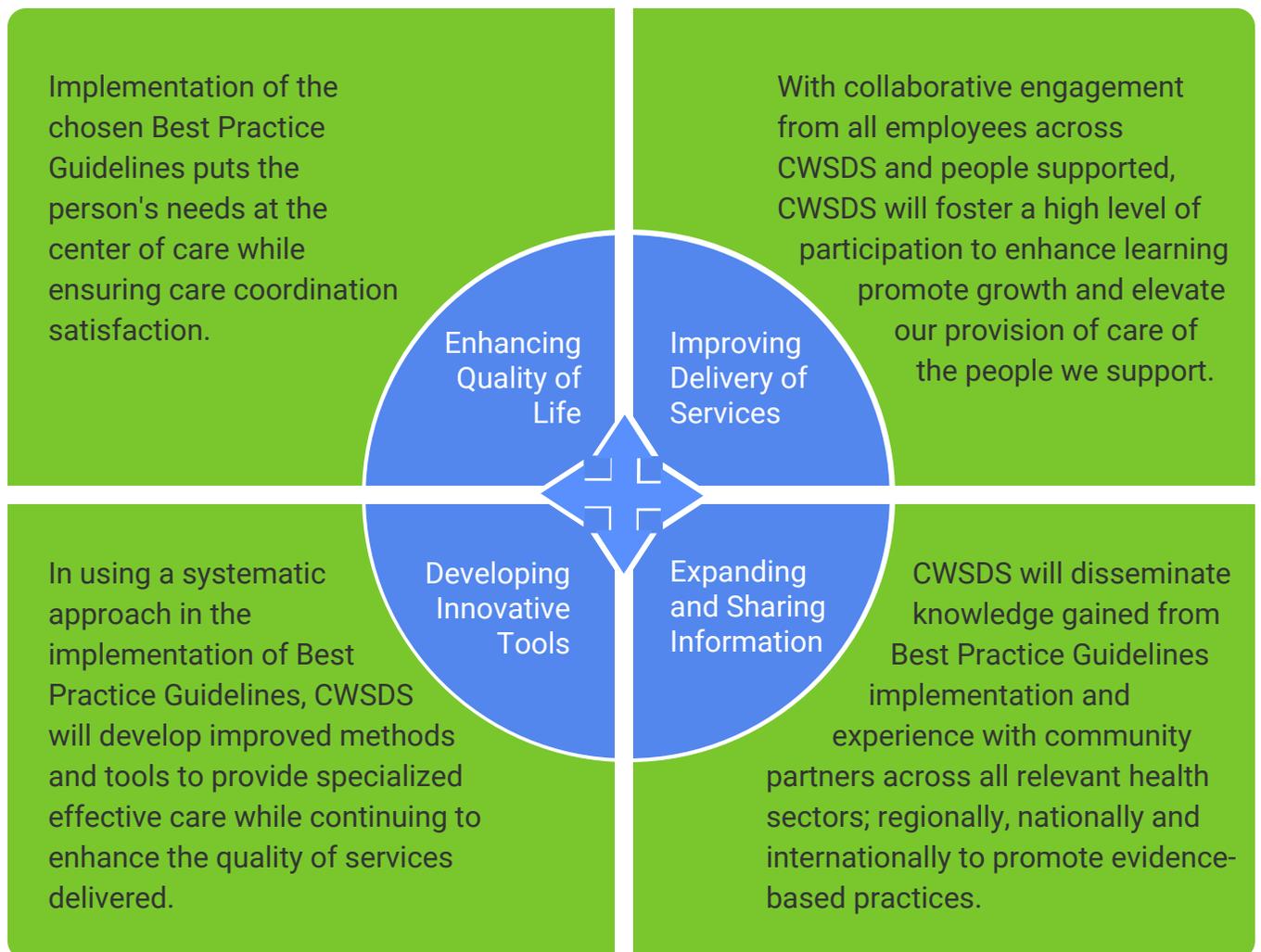


Figure: CWSDS Partnership with RNAO

INFORMING SUPPORT THROUGH EVIDENCE OUTCOMES & CONTINUOUS IMPROVEMENT

CWSDS is proud to be the first DS congregate care setting, nationally and internationally, to collaborate with the **Registered Nurses' Association of Ontario (RNAO)** to become a **Best Practice Spotlight Organization (BPSO)** in pursuit of learning and leading using innovative ways to provide quality services.*

Utilizing the RNAO's Best Practice Guidelines (BPG's), CWSDS will promote evidence-based practice while enriching the professional knowledge of our nurses and other supporting professionals. With a shared purpose and vision, CWSDS will enable clinical excellence and enhance organizational culture to cultivate a climate of learning, teamwork, collaboration, and professionalism.

From a biopsychosocial perspective, the CWSDS nurses' team has identified five (5) BPG's which pertain to the needs of the people we support during their day-to-day functioning in the context of their lives. Our shared focus is to improve the health outcomes of the people we support through a comprehensive plan of care and to promote continuity of care within and across all community sectors.

Best Practice Guidelines (BPG)

BPG #1 Care Transitions To develop a comprehensive transitional plan of care, to ensure that when the status of person's health changes, that effective communication ensues and continuity of care and seamless transition within their community is assured.	BPG #2 Person-and Family-Centered Care To ensure person and family centered care approach, and enhance the therapeutic relationship between supporting professionals and families'/caregivers, develop a comprehensive plan of care focused on what is meaningful to the person within the context of their life.	BPG #3 Preventing Falls and Reducing Injury from Falls In collaboration with members of the multidisciplinary team, the development of effective ways to conduct comprehensive assessments, monitoring, and prevention of falls and injuries will be implemented.	BPG #4 Prevention of Constipation in the Older Adult Population To assess, identify and develop tools and resources to promote, educate and facilitate practice changes aimed to increase hydration, reduce constipation and promote good bowel health, specifically for older adults as these concerns often contribute to gastrointestinal complications and complex behavioural issues	BPG #5 Oral Health: Supporting Adults who Require Assistance To assess, identify and promote excellence in oral health care and hygiene, as well as develop educational tools and resources for all direct support professionals and other disciplines supporting adults who require assistance with oral healthcare.
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* CWSDS is in the pre-designate phase working to achieve designation over a 3 year period.

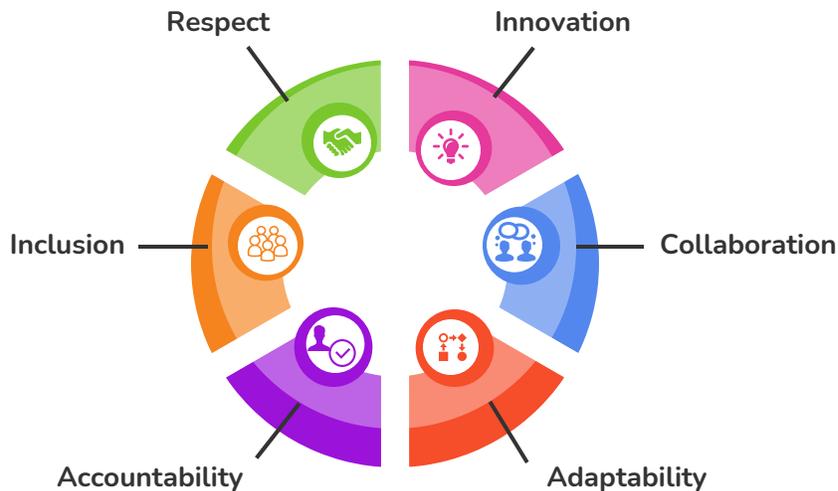
SERVICES

Director - Terri Britton-Kennedy

This past year has been one of uncertainties, unknowns and challenges. No one would have thought that we would still be experiencing a pandemic at this point in time. Still CWSDS, at all levels of the organization, was able to rise to every challenge presented to us. We all did so with the people we support at the forefront of all of our decisions. We would not have been able to accomplish this without following all our values.

We have listened to the people we support in how to engage them during this difficult time. Every staff person in the agency has been **respectful** of the process we have had to follow in these unprecedented times. The pandemic is extremely exhausting for everyone and we have been able to maintain respectful relationships with the people and families we support. Co-workers rose to the occasion and supported each other through the tough times.

Every program has ensured that we were **accountable** to the people we support and their families. We looked at how we could help people stay engaged in activities through offering in-house day services and maintaining goal planning for each person supported. Our staff have kept people's daily schedules as consistent as possible for stability. Our teams have been able to **adapt** to an ever-changing world. Our community services had to quickly implement virtual meetings and service provisions. Staff had to adjust to working from home and not having the daily interaction with their team members.



CWSDS has increased our partnerships and **collaborative** efforts with many of our agency partners in the Central West Region and across the province. We have shared our processes, facilities and knowledge with other agencies around our planning and we have always tried to stay ahead of what changes may be coming our way. We worked closely with the Public Health Regions (Halton and Peel) to advocate for early vaccination of the people we support and our staff.

In this new realm we have lived in, CWSDS has explored and implemented many virtual programs for those that we support. In doing so, we have been able to support families with new technologies purchased to connect on a regular basis. We have been successful in acquiring several grants to support our programming and we have been able to initiate many strategic directions in some **innovative** ways. And lastly, we have always kept the people we support in the forefront in ensuring they were able to continue to work on their goals and access their communities as much as possible within the provincial guidelines. This ensured that they felt as **inclusive** and connected to their communities as possible and ensuring they too, had a quality of life, throughout the changing world around us all.

PEOPLE SUPPORTED IN RESIDENCE

Area Managers - Dede Batson & Joanne McCallum



People supported at on-site or community homes



Age 50 or older (74%)

Younger than 50 (26%)



People supported in STATE

VIRTUAL DAY SERVICES

Our day services and residential teams showed remarkable adaptability and innovation over the past year as they modified activities to respond creatively and safely to Covid-19 protocols. There was 100% creative programming (outing specific) for all people in Residential Services in efforts to ensure their quality of life during unprecedented times (drive thru art exhibits, drive-by music concerts, dramatic performances, light shows, dinosaurs shows, Zoom art and other creative activities).



VACCINATIONS

CWSDS was the first congregate care home in Halton to have all people supported vaccinated (amongst those whose families consented to vaccination). Vaccination rate for individuals being supported was very high: 58 fully vaccinated, 1 with 1 dose and 2 not vaccinated.



BEHAVIOURAL SERVICES

Clinical Director Behavioural Services - Audrey Meissner

Behaviour Support Plans (BSPs)



100%

of BSPs are function based & meet Ministry requirements

50%

Of the people we support have a BSP

Men (71%)
Women (29%)

Reduction in Use of Intrusives



This is significant as the goal is to provide proactive skill-based and replacement strategies to manage behaviour rather than implementing intrusives.

Skill Acquisition Plans (SAPs)



65%

of individuals with a BSP also have SAPs (+16% versus year ago!)*

* A significant improvement as it enhances the independence and quality of life of the people we support. Skills are taught across 12 individualized and comprehensive program areas to teach essential skills to achieve the best outcomes.

12 Individualized and Comprehensive Program Areas

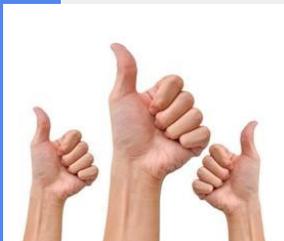
Behaviour Regulation
Community Skills
Expressive Language
Imitation Skills
Leisure Skills
Life Skills
Motor Skills
Personal Care Skills
Receptive Language
Social Skills
Spontaneous Language Skills
Vocational Skills

Multidisciplinary Treatment Plans - The Role of ABA

Consider Owen*, who navigates his world differently than others do. He was diagnosed with an Intellectual and Developmental Disability, Klinefelter and Prader-Willi Syndrome. These diagnoses present their own challenges as Owen often experiences behavioural issues such as perseveration (involuntary repetition), inability to shift focus, impulsivity, temper outbursts, and focus on obtaining food. Therefore, telling him “no” or “that’s not available right now” would often lead Owen to hurt himself, engage in property destruction or be physically aggressive towards others.

There were times when Owen turned rooms upside down, seriously injured others or ended up in the hospital because of injuries he inflicted upon himself. During his early years, his family had difficulty with appropriately addressing his challenges. Owen’s behaviour prevented him from fully participating safely in society, ultimately bringing him into the care of Central West Specialized Developmental Services.

During the time that Owen has lived in his home at CWSDS, his treatment plan has been refined to address his changing needs. A key part of that plan has included strategies based on the science of Applied Behaviour Analysis (ABA), combined with coaching provided by the clinical team, and implementation of the treatment plan by skilled staff.



ABA is a scientific approach where procedures derived from principles of behaviour are systematically applied to improve significant behaviour to a meaningful degree. At CWSDS, the clinical team uses principles and concepts from ABA to develop treatment plans to teach socially appropriate skills and safely manage challenging behaviour to improve the quality of life of the people we support. Strategies in treatment plans often include an ABA principle known as differential reinforcement. Differential reinforcement is an evidence-based strategy that consists of two components: reinforcing appropriate behaviour in the form of social praise and/or tangible items (a favorite snack, drink or activity) and withholding reinforcement for engagement in inappropriate behaviour. The theory behind differential reinforcement is that people tend to repeat behaviours that are reinforced or rewarded and are less likely to continue behaviours that aren’t reinforced.

Amongst other evidence-based ABA strategies, Owen’s treatment plan incorporates differential reinforcement. In his case, this includes providing incentives to Owen for actively participating in daily activities such as arts and crafts, chores around the house, and outdoor physical activities. Previously, Owen would refuse to engage in any of these activities but with the implementation of differential reinforcement, Owen is now seeking physical activities, paying special attention to his arts and crafts, and working hard to keep his home clean. He is building meaningful relationships with his staff and he is also working on developing relationships with his housemates.

"ABA is most effective when it is part of a [multidisciplinary person-centred](#) treatment plan. Consistency is key, but flexibility is also important to ensure the changing needs of the person supported are addressed."

- Audrey Meissner, Clinical Director Behavioural Services

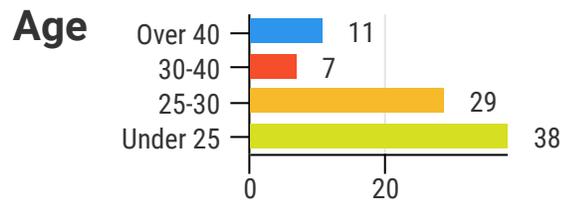
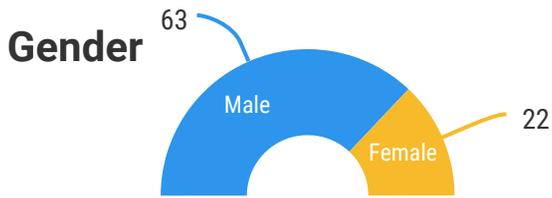
The success of this specific ABA strategy is undeniable; Owen is now focused on participating in fun activities, laughing more with his staff and, thanks to increased physical activity, he has even lost weight. Owen still navigates his world differently but there has been a significant reduction in his challenging behaviour and there has been an increase in his active participation throughout the day, ultimately leading to an improved quality of life for Owen.

* Name changed to protect privacy.

DUAL DIAGNOSIS SERVICES

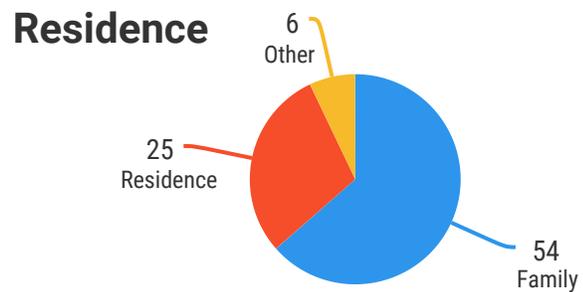
Director Clinical Services - Sylvia Fattore

People who are currently in service

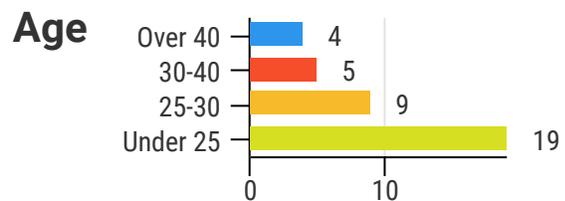
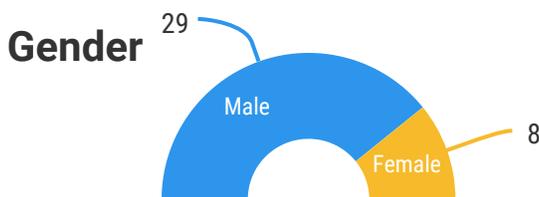


Region/ County Served

Dufferin	1
Halton	29
Peel	49
Waterloo	4
Wellington	2

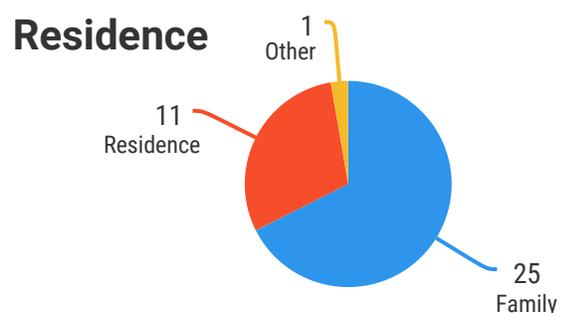


People who were referred for services



Region/ County Served

Dufferin	1
Halton	14
Peel	20
Waterloo	2
Wellington	0



Exceptional Lives, Exceptional Clinical Support

People who have been diagnosed with an intellectual and/or developmental disability, as well as a mental illness and/or complex behavioural needs often slip through the cracks of the health care system. The challenge is that the symptoms and behaviours associated with each diagnosis make it difficult to recognize and treat the multitude of factors involved, and this is where the specialized, integrated team of the CWSDS Dual Diagnosis Service becomes available and impactful.

Dual Diagnosis Service (DDS) is a regional community service providing exemplary clinical supports using a multidisciplinary, biopsychosocial approach. This highly specialized team provides comprehensive assessment and treatment to help people with intellectual and developmental disabilities reach their full potential. The extreme challenges experienced by many of the people we support and their parents/care providers are undeniably life-altering. With the expertise of the DDS multidisciplinary team, we provide the opportunity for clinical stability of the person we are supporting and additionally, confidence instilled that in the future, family life will improve and resume to a greater degree of normalcy.

ASHLEY'S STORY - Transforming Lives Through Clinical Assessment and Treatment

Ashley* is an energetic and enthusiastic 22-year-old young woman with autism spectrum disorder (ASD), who lives in her family home with her mother and father. Ashley's behaviour upon referral to DDS was complex, including frequent physical aggression (head butting, hair pulling), environmental aggression, and significant self-injurious behaviours (SIB). Additionally, Ashley engaged in inflexible ritualistic behaviour daily, where she was extremely particular about how things were organized in her environment and if changed, she would engage in extreme behaviour.

DDS formed a multidisciplinary team specific to Ashley's challenges; comprised of a Resource Professional, Psychiatrist, Community Nurse Specialist, Behaviour Analyst, Speech-Language Pathologist and Occupational Therapist. Each highly specialized member met with Ashley to understand her needs, and collaborated to develop an integrated functional plan to help Ashley gain a better quality of life.

"Developing an **integrated** treatment plan that takes into consideration the multitude of factors involved and addresses them in a **cohesive and holistic manner** is critical for success."

- Sylvia Fattore, Director Clinical Services

Initially, psychiatry completed a detailed medication review and assessment, determining her challenges to be predominantly related to autistic expectations, an internal sense of order, communication, and behavioural and sensory modulation difficulties. Clinicians ensured that Ashley was fitted with a helmet to protect her head when she engaged in self-injurious behaviours, a weighted blanket to assist in relaxation, and she was taught to use a language program (Prologuo2go) to build functional communication skills.

Additionally, Ashley was admitted to our Short Term Assessment and Treatment Environment (STATE) to have 24/7 Behavioural Support strategies put in place to decrease maladaptive behaviours and to continue to receive identified/required clinical supports. This resulted in a significant improvement in Ashley's behaviour and ultimately behavioural stabilization was attained.

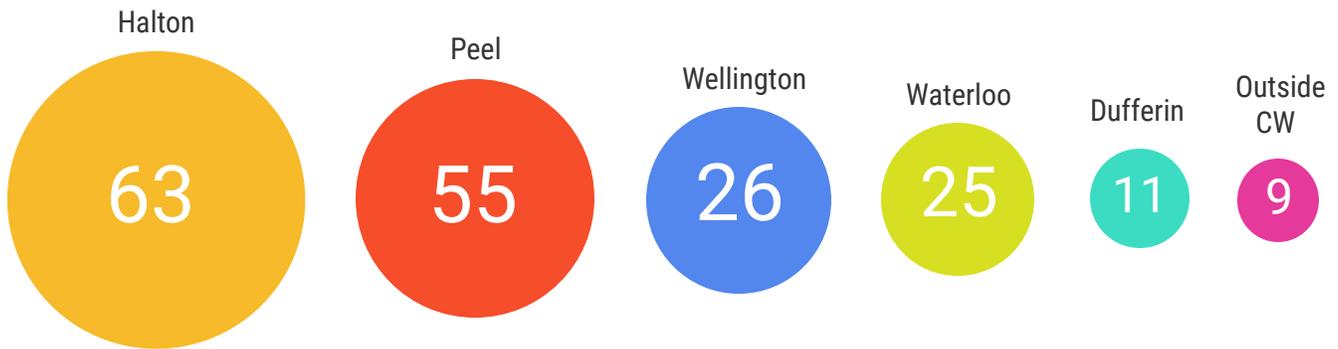
With the collaborative efforts of the DDS Team and the STATE Team, Ashley successfully transitioned from the STATE treatment environment back to her family home. The transition included extensive education and training provided to both the family and in-home staffing facilitated by the STATE Team, with support from the DDS multidisciplinary team to ensure continuance and monitoring of implementation of treatment recommendations. Today, Ashley is able to thrive in her family home and participates to her fullest in her community.

*Name changed to protect privacy.

COMMUNITY NETWORKS OF SPECIALIZED CARE

Manager - Tara Hyatt

Total Referrals in 2020-2021 = 189



Total Referrals 2020-2021 (189) by Position & Region

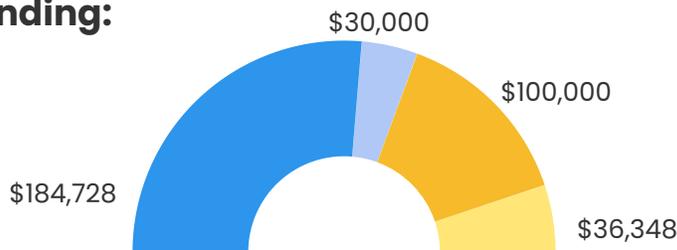
Health Care Facilitation (HCF)	Complex Support Coordination (CSC)	Dual Diagnosis Justice Coordination (DDJC)																																										
64	66	59																																										
<table border="1"> <thead> <tr> <th>Region</th> <th>HCF Referrals</th> </tr> </thead> <tbody> <tr> <td>Halton</td> <td>22</td> </tr> <tr> <td>Peel</td> <td>22</td> </tr> <tr> <td>Wellington</td> <td>8</td> </tr> <tr> <td>Waterloo</td> <td>6</td> </tr> <tr> <td>Dufferin</td> <td>5</td> </tr> <tr> <td>Outside CW</td> <td>1</td> </tr> </tbody> </table>	Region	HCF Referrals	Halton	22	Peel	22	Wellington	8	Waterloo	6	Dufferin	5	Outside CW	1	<table border="1"> <thead> <tr> <th>Region</th> <th>CSC Referrals</th> </tr> </thead> <tbody> <tr> <td>Halton</td> <td>25</td> </tr> <tr> <td>Peel</td> <td>19</td> </tr> <tr> <td>Wellington</td> <td>10</td> </tr> <tr> <td>Waterloo</td> <td>4</td> </tr> <tr> <td>Dufferin</td> <td>4</td> </tr> <tr> <td>Outside CW</td> <td>4</td> </tr> </tbody> </table>	Region	CSC Referrals	Halton	25	Peel	19	Wellington	10	Waterloo	4	Dufferin	4	Outside CW	4	<table border="1"> <thead> <tr> <th>Region</th> <th>DDJC Referrals</th> </tr> </thead> <tbody> <tr> <td>Halton</td> <td>16</td> </tr> <tr> <td>Peel</td> <td>14</td> </tr> <tr> <td>Wellington</td> <td>8</td> </tr> <tr> <td>Waterloo</td> <td>15</td> </tr> <tr> <td>Dufferin</td> <td>2</td> </tr> <tr> <td>Outside CW</td> <td>4</td> </tr> </tbody> </table>	Region	DDJC Referrals	Halton	16	Peel	14	Wellington	8	Waterloo	15	Dufferin	2	Outside CW	4
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SERVICE RESOLUTION / SOLUTIONS

Manager - Tara Hyatt

Halton Service Resolution/Solutions

Funding:



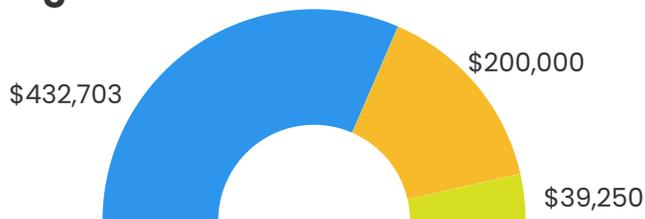
- Adult Temporary Support Funding (TSF)
- Preventative Adult Clinical Funding
- Connections Children's Table
- Preventative Child Funding

Caseload:

-  52 Adults Supported
-  72 Children Supported
-  24 Urgent Responses Managed

Peel Service Resolution/Solutions

Funding:



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

Caseload:

-  89 Adults Supported
-  14 Children Supported
-  41 Urgent Responses Managed

COMPLEX SPECIAL NEEDS (CSN) - Transfer Payment Funds Managed

CSN Children	CSN Adults	Total
\$4,760,646	\$3,498,852	\$8,259,498

HALTON SUPPORT SERVICES AND PASSPORT

Manager - Beth Watson

Halton Support Services

Service Coordination:



211
Adults served
117
Children served

Respiteservices.com



155
Active workers in
the database
930
Active
families

Respite Services:



216
Adults served
400
Children served

Reverse Respite:



Hotel stay for Caregivers + respite funding to support the person at their home with a support worker
40
Families served
in total
21
Through United
Way grant

Resource Coordinator



710
Families supported
throughout the year
by this Coordinator

Autism Funding:



37
served

Medically Fragile Technologically Dependent:



73
served

Passport Services

Total Allocation 2020-2021*	\$74,543,703
People receiving funding	7,920
People on waitlist	3,023
Approvals	731

* Funds managed through PassportONE

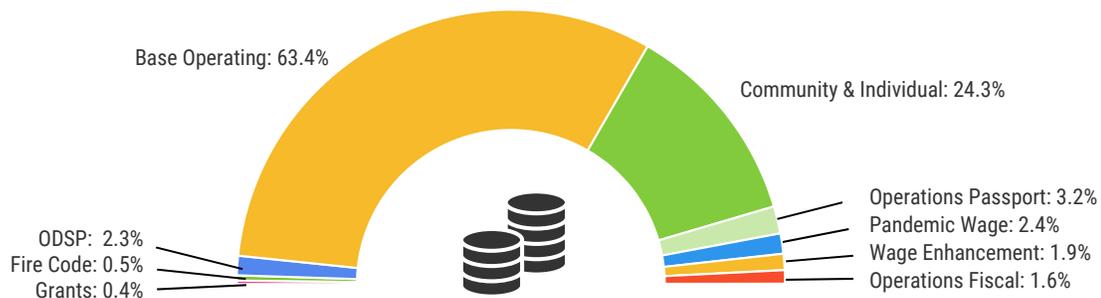
FINANCE

Director - Kelly Kocken

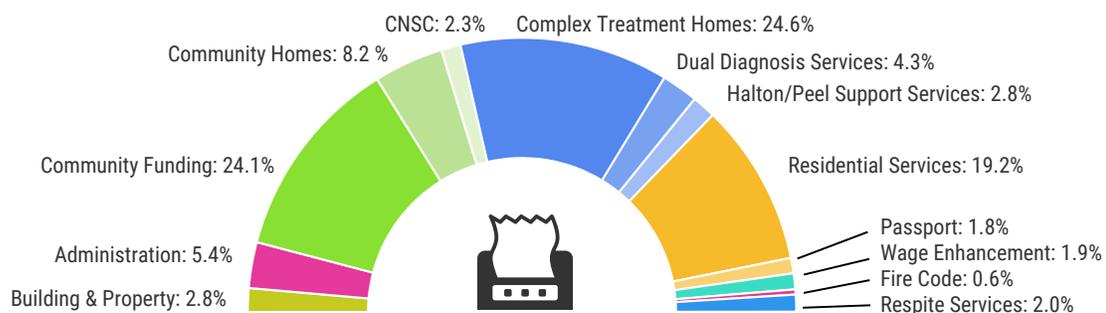
2020-2021

Total Revenue	Total Expenditures	Central West Specialized Developmental Services had an operating surplus of \$1,607 (0.004%) with 91.5% of revenues going directly to programs and services for the people we support.
\$ 37,250,731	\$ 37,249,124	

Sources of Funding



Investments in the Programs and Services we Provide



Charitable Donation Fund*

Revenue	Expenditures	Balance
Donations \$43,871	Equipment \$6,346	Beginning of year \$101,667
<i>Excess of revenue over expenditures</i> \$33,785	Recreation <u>\$3,740</u>	End of year \$135,452
	Total \$10,086	

* The Charitable Donation Fund is comprised of Restricted and Unrestricted Assets. Included in balance of \$135,452 is \$82,012 that has been designated as restricted and has been identified for specific expenditures.

HUMAN RESOURCES

Director - Michelle Rolston

This past year challenged the entire CWSDS community and the Human Resources Department was no exception. The Human Resources Department had to shift focus very quickly to ensure compliance with Public Health, MCCSS, Ministry of Health and government guidelines related to COVID-19, including constant connection with Public Health during an outbreak status. In addition, we were proud to support many staff in receiving their vaccine, by providing CWSDS authorization letters.

With the COVID-19 Single Employer Order in effect, we lost approximately 30 staff to leaves of absence within our front-line roles, which had to be back-filled with temporary agency staff. Throughout this time our staff remained dedicated to keeping those who we support safe and engaged in meaningful activities that helped to enhance their quality of life.



CWSDS Committees

Our committees are vital to the achievement of CWSDS' organizational goals. Every year our committees are reviewed to ensure relevance and value-added activities.

In 2020-2021 we formed an Infection Prevention and Control (IPAC) committee that has been invaluable in providing staff and families with information, training and ongoing resources. At the height of the Provincial roll-out of vaccines, the committee was instrumental in organizing vaccine information sessions that were appreciated by staff and families alike.



PEOPLE PORTAL

This year at CWSDS, we celebrate the following employees & volunteers for their dedication to CWSDS and the persons we support during the pandemic. We thank you!

"Everyone enjoys doing the kind of work for which he is best suited." - Napoleon Hill



"There are many reasons why I enjoy working at CWSDS!"

CWSDS has such a tremendous impact on the local community bringing experience and trusted skill sets to each and every individual and family they come into contact with. Not only do we support the community, but we support one another. It is a true pleasure to work alongside such incredible team members who make coming (even virtually) to work every day so enjoyable!!"

Kelsey Jackson, Intake Coordinator, HSS 5 years

5 years

Oluwadamilola Abulazeez
Oluchi Akuneme
Kazeem Alimi
Alecia Allison
Alex Atsu-Darko
Jennifer Blicharski
Candace Callender
Norah Chikwem
Christina Do Paco
Bogumila Gryzwa
Kelsey Jackson
Sandra King
Sarah Mason
Nkolika Mbanefo
Abiodun Omoniyi
Michelle Rolston
Abigail Yeboa

10 years

Susanna de Jong
Maggie Findlay
Katarzyna Mazurek
Leisa McKenzie
Dorothy Oduro
Wendy Walsh
Shalkta Domingos

15 years

Daphne Appleyard
Jill Cameron
Susan Eskit
William (BJ) Johnston
Tony Kirkelos
Cynthia Minaker
Ann McCulloch
Monika McLaughlin
Tara-Lynn Pacheco
Shawn Perry

20 years

Lesly Pacheco
Heather Smits
Tiffany VanEvery

30 years

Mary Bedard
Shannon Davis
Cheryl Nudds
Lisa Webber

35 years

Heather Feil
Kelly Kocken
Louise Latourelle
Nancy Plume
Sharon Robicheau
Rose Thachuk



"Being at CWSDS has given me the opportunity to focus on my passion on helping others"

Suzy Eskit, DSP 20 years

Retirements

Stew Hoey
Lynda Harrold
Diana Friday
Brenda Powell
Joan Spaulding-Williams
Jerzy Wilczynski

Volunteers

Board of Directors

OUR SUPPORTERS

Central West Specialized Developmental Services is so grateful for the generous donations we have received this past year, during a year of unprecedented uncertainty and worry.



Christine Bailey
Barb Barrow
Monica Bettazzoni
Patrick & Sean Bradley
Jennifer Brodlieb
Sylvie Bureau
Jean Anne Calvert
Robert Carlson
Susan Carnevale
Lorraine Dach
Nick Dmitrenko
Betty Flood
Jennifer Gabriel
Leslie Galantai
A Duncan Hannay
Barbara Harrison
Foundation for Human Development
Shahroz Jafri
Davrinda Jaglall
Ken Karakashian
Huda Khan
Marilyn Kisluk
Joshua Kwo
Mary Leigh
Karen Lindsay-Bennett
Marilyn Lindsay
Fiona Maarhuis
Cheryl MacDonald
Ngonidzashe Madambi
Anna Mancini
Margery Clare Large Henson Trust
John McDonald
Lena McDonell
Marti McFadzean
Denise Mitchell



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Paul & Karen Newman
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Deanna Rosenswig
Beverly Ross
Sadia Sandeela
Margaret Scott
Brenda Singer
Manuel Sobrinho
Marco Spani
Ilene Strong
Sabrina Suite
Hildegard Verrall
Beth Watson
Carole Wolfe
Debra and Jeff Wolfe
Kelly Yerxa

Donations are critical to CWSDS as they allow us to elevate our level of service and be innovative in ways that other sources of revenue, which often have specified usages, cannot be applied to. This year we would like to give a special thanks to **Mr. Normal Tasgal** for his generous support.

LEADERSHIP IN THE ORGANIZATION

CWSDS will continuously exemplify leadership and excellence in the delivery of specialized services.



RNAO Best Practice Spotlight Organization*

First DS congregate care facility to join internationally, nationally and provincially



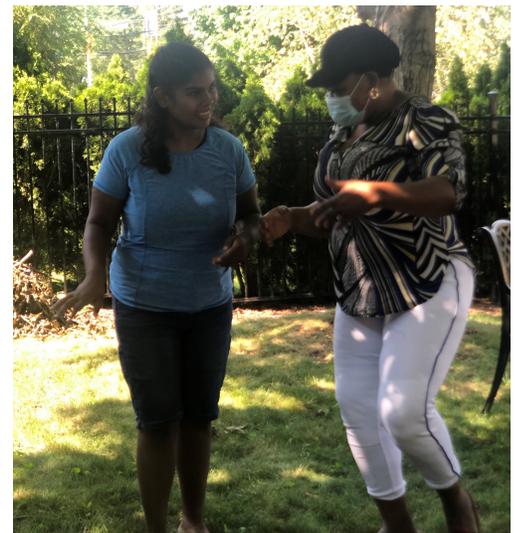
Vaccine Rollout

First congregate care facility to have all individuals vaccinated and rollout to staff in Halton



Rapid Antigen Testing Pilot

First facility in the Developmental Services sector to have the pilot rolled out



* CWSDS is in the pre-designate phase working to achieve designation over a 3 year period.

IN MEMORY OF

This year we will add some new leaves to our mosaic memorial wall, honouring the beautiful souls that we so sadly said goodbye to this year. We will greatly miss Alison, Farhan, Janice, Joe, Rajeev and Tom.





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info@cwsds.ca

Charitable Donation Number
10779 0263 RR0001