



2022 - 2023 ANNUAL REPORT



Helping People Reach
Their Full Potential

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MESSAGE FROM THE CHAIR

In June of 2022 it was my pleasure to step into the role of Chair of the CWSDS Board of Directors. As a board member since 2017 I have been past Chair of the Governance Committee and a member of the Fundraising Committee. I am proud of the many accomplishments that the organization has worked so diligently towards. In the pages of this Annual Report you will learn about our achievements towards our 2021-2024 Strategic Plan; our success with the implementation of our first Registered Nurses' Association of Ontario Best Practice Guideline; and the many ways in which we are focusing on our organizational culture, values and stakeholder engagement.



This year makes me think of the quote attributed to Pauline Kezer, "Continuity gives us roots; change gives us branches, letting us stretch and grow and reach new heights." While our Board of Directors provides a strong element of continuity, we also recognize the important role that change brings. This year the Board focused significant efforts on a thorough search process for the role of CWSDS' Chief Executive Officer. We were pleased to welcome Patricia Kyle as our CEO in January of 2023. The Board believes Patricia's ability to develop and inspire high performing teams and her passion for instilling culture of success, innovation and continuous improvement will serve CWSDS well.

As a community-serving organization, we must continuously evolve and change with the needs of the people we serve and the challenges and opportunities they encounter. In the upcoming year we will begin the process of developing a new Strategic Plan, further demonstrating CWSDS' leadership within the developmental services sector.

I look forward to what we will accomplish in the years ahead as CWSDS continues to drive excellence in specialized services for people with intellectual and developmental disabilities and complex needs. Thank you for helping us to change lives and stretch and grow to build better futures for the people we support!

A handwritten signature in black ink that reads "Denise Mitchell". The signature is fluid and cursive.

Denise Mitchell, Board 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 community and supportive living services for people and their families. In addition to five homes located at 53 Bond Street offering specialized supportive living programs, we operate eight community supportive living homes in Oakville, Burlington, Mississauga, Halton Hills and Georgetown.



Our team of **325** full time, and part-time employees and **19** volunteers help us to reach our purpose every day.

We support people in **13** on-site and community homes in **2** regions.



Through 4 collaborative community services we support an additional **9,000** 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

Board Executive:

Denise Mitchell, Chair
Monica Bettazzoni, Vice-Chair
Mike Nero, Treasurer
Sally Elsadek, Secretary

Board Directors:

Paul Bourque
Andrew Falls
Shahroz Jafri

Diljeet Singh
Susan Quinn-Mullins
Scott Waterhouse

STRATEGIC LEADERSHIP TEAM

Patricia Kyle, CEO

Dede Batson
Amanda Burkholder
Lisa Cranstoun
Sylvia Fattore

Tajinder Hundal
Tara Hyatt
Kelly Kocken
Joanne McCallum

Audrey Meissner
Michael Montgomery
Michelle Rolston
Beth Watson

2022 - 2023 HIGHLIGHTS

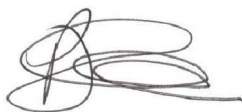
Since the beginning of this year, I have had the privilege of immersing myself in the incredibly valuable work that is performed every day at CWSDS. I have been impressed by the commitment and resilience of our skilled staff in the face of the continued (although thankfully declining) challenges associated with the pandemic. I appreciate the understanding and support of our CWSDS families as we learned, adapted, and innovated in response to the situation. Our organization remains strong and ensures that the people we support receive safe, compassionate, high-quality care.

I am committed to continuing to lead the organization based on our well-established and heartfelt Vision, Purpose and Values, which are evident in the work that we do. I have seen how employees are directly involved in decision making; appreciation and support for each other as colleagues; and passion and dedication for the people we support and families we serve. I regularly view team members working **collaboratively** to ensure that persons supported are engaged in different activities, tailored to their needs. It is exciting to see how team members use information they have learned through training and multi-disciplinary collaboration to continue to make improvements in the supports we provide.

I have enjoyed connecting and engaging with our external community partners. What has stood out during these conversations is the respect for CWSDS and the work that we do, and for our teams that provide care and services. This report outlines how we are guided by the **innovative** ideas generated by our employees and captured in our 2021-2024 Strategic Plan, as well as recent achievements that are helping us to fulfill our Strategic Plan Directions. These accomplishments include the implementation of our first RNAO Best Practice Guideline *Preventing Falls and Reducing Injury from Falls* and our enhanced involvement with the cross-sector Ontario Partnership on Aging & Developmental Disabilities. In addition, we have put significant thought and effort into our Diversity, Equity & Inclusion program with a fundamental belief that everyone brings value and that each person's value is to be recognized.

I am excited about the new initiatives that we will be embarking upon in the coming year and their long-term impact on elevating the quality of our services. Alongside our CWSDS team, I am truly passionate about the work that we do. I invite you to join us in our journey by sharing your thoughts, ideas, and passion for what we do at CWSDS directly with myself or with a CWSDS team member. We will continue to help people reach their full potential through our **Collective Strength**, our commitment to **Driving Change** and our earnest desire to **Build Stronger Communities Together**.

Yours in service,



Patricia Kyle, CEO

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.

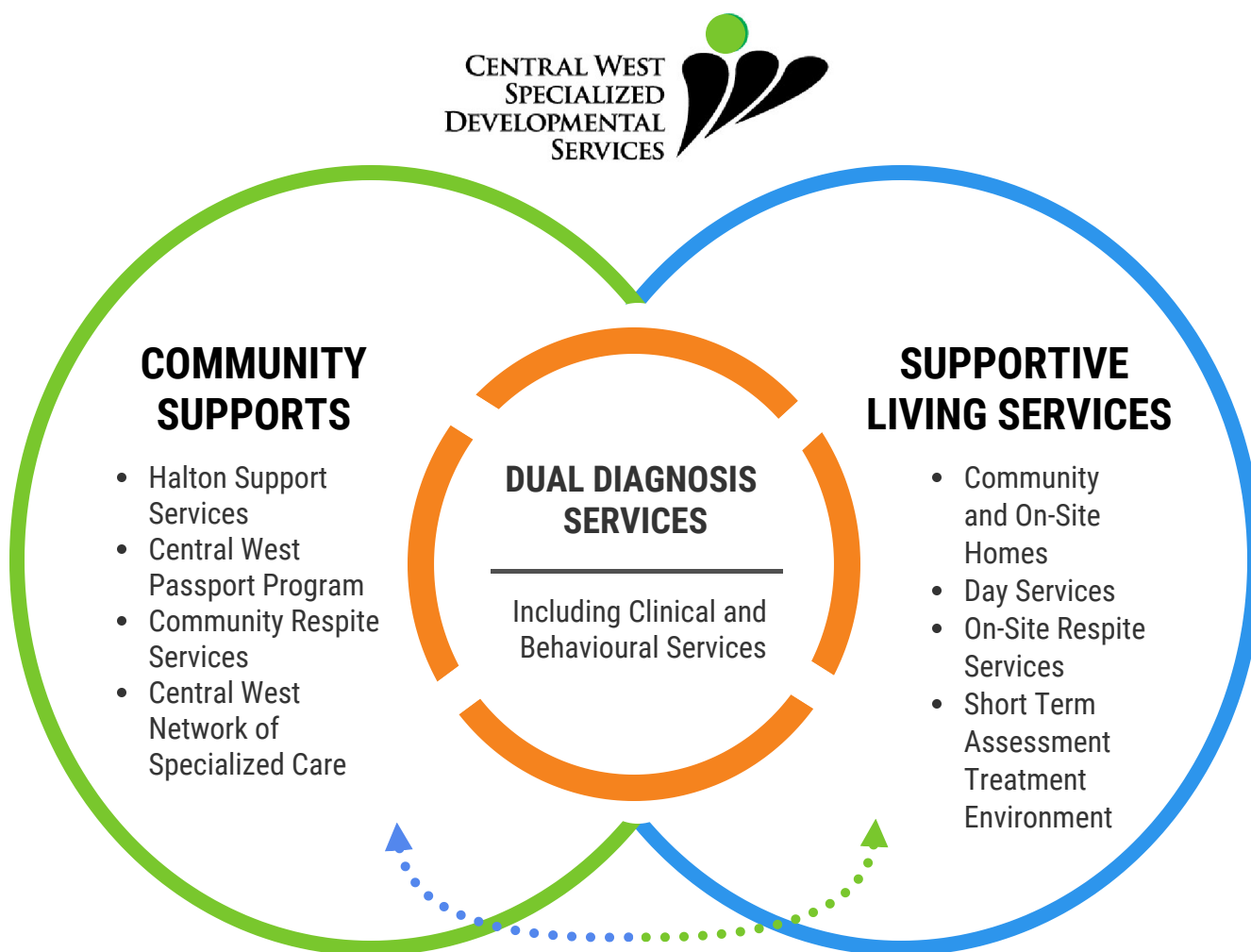
Strategic Direction No. 4:

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

COLLECTIVE STRENGTH

Collaborative Services Deliver Enhanced Levels of Care

CWSDS is a recognized centre of excellence delivering a person-centred, integrated and evidence-based approach. The specialized teams at CWSDS work **collaboratively** with each other and with community support professionals both within and outside the organization and across sectors to provide people and their families with the care, programs, and tools they need to live **inclusive** lives with a **sense of purpose** and **belonging** in their communities.



DRIVING CHANGE

CWSDS Partnership With RNAO

CWSDS is very pleased to be the first Developmental Services organization to have completed Year 2 of the three year RNAO (Registered Nurses' Association Of Ontario) pre-designate period to become a Best Practice Spotlight Organization (BPSO) globally. Our partnership with RNAO has driven the advancement of specialized clinical practices to provide exemplary quality services and to collectively optimize the health outcomes of the people we support.



This year, one of our RNAO BPSO teams has been dedicated to learning, adapting and leading the development and implementation of RNAO's Best Practice Guideline (BPG) **Preventing Falls and Reducing Injury From Falls:**



As a BPSO Pre-Designate, CWSDS will maintain the momentum developed thus far to elevate the quality of life for the people we support by adopting the Best Practice Guidelines which will include Care Transitions, Person and Family Centered Care, Preventing Falls and Reducing Injury from Falls, and two BPGs related to supporting adults who require assistance with daily health routines. In doing so, CWSDS will promote evidence-based practices while enriching the professional knowledge of our nurses and other supporting professionals.



Learn With Us, Lead With Us

BUILDING STRONGER COMMUNITIES TOGETHER

CWSDS Community Supports



We Are Committed To A Continuous Elevation Of The Services We Offer

Through 4 collaborative community services we support over **9,000** people and their families in the Central West Region.

Read the stories in this report to better understand how we deliver initiatives that elevate levels of care and support and open up new possibilities for the community we live in.

8,899

people supported through

Passport Services

which facilitates **funding** and **programs** enabling them to be involved in their communities and live as independently as possible.



391

Adults, children and their families supported through

Halton Support Services

receiving **education** about community program opportunities and **coordination** to facilitate access to programs.



48

supported through
Respite Services
for **families and caregivers**,
with an additional **109** families
accessing our much needed Reverse
Respite Program.



215

people supported through the
**Central West Network of
Specialized Care**

providing a critical **cross-sector linkage** for people with high support and complex care needs, bringing together professionals from a variety of sectors, with a common goal of improving the navigation, access and quality of services.

Our Service Resolution/Solutions Team managed an additional **213** referrals, including high need **urgent responses**.

Our Dual Diagnosis Service

provides comprehensive **clinical** assessment, treatment planning, on-site and follow-up support, mentoring, consultation and education to people and their families/caregivers who are supported through our 4 community programs and our supportive living homes.

Our highly trained clinical team is comprised of **specialists** in Speech-Language Pathology, Occupational Therapy, Nurse Specialist(s), Behaviour Therapist(s), and Neurodevelopmental Psychiatry. Team members work collaboratively, and each has a particular expertise to assist people in achieving their full potential.



ELEVATING QUALITY OF CARE AND SERVICES

Quality Improvement Initiatives

This past year, we introduced a number of tools as part of our Quality Improvement Plan. Two important initiatives were the Quadruple Aim (QAIM) and the After-Action Review (AAR) developed to assist us in our journey to elevate the quality of care and services provided to the persons we support.

The Quadruple Aim - This framework supports system change in optimizing performance and elevating quality of care through a variety of interventions and metrics. The QAIM is person-centered and focused on accountability, transparency and commitment to improving quality of care.

The After-Action Review - This is a process that was developed to guide reviews to include follow-up of identified important occurrences/serious events to assist in learning and to ensure that potential quality improvement opportunities are considered. This process is central to CWSDS being a learning organization.

Simone's Story

Simone* is a woman we support who is 50 years of age, and was experiencing an increased number of falls to include significant injury. At the time, we leveraged our quality improvement tools to assist in the reduction of falls.

In applying the Quadruple AIM Framework and the After Action Review processes, the tools allowed us to recommend a more fulsome review of Simone's situation to include; falls assessment, home/environmental assessment, further medical exploration to assist in understanding underlying causes, more frequent multi-disciplinary team meetings and commitment to continued assessment and treatment with the goal of supporting and protecting Simone's independence, self-esteem and safety.

Our Quality Improvement tools assisted the team in assessing, learning, allowing for knowledge transfer, ensuring the most applicable recommendations and resources were identified and ensuring the execution of a comprehensive implementation plan to ultimately reduce the number and severity of falls Simone was experiencing. The falls that Simone was experiencing were in-turn reduced and her quality of life and independence is beginning to be restored! Simone's story is a wonderful example of the elevation of care and commitment to quality of care that is supported and executed at CWSDS!

* Name changed to protect privacy.



EXCELLENCE IN SERVICE DELIVERY

Making A Difference! Safety For Independent Living Class

CWSDS' Passport Community Development Team hosted multiple Safety for Independent Living classes this year, helping to equip people with real life skills to make safe choices.

The family of a recent participant shared this story:

"LUKE REMEMBERED!" I am currently sitting in my truck waiting for the fire chief to come talk to us. You see, we had a rechargeable battery powered vacuum catch fire while we were out and Luke* was on his own at the house when it happened. Luckily he left everything behind and went out looking for a neighbour. We raced home when we saw him on our security camera outside without a coat on and knew something was wrong. We could have lost Luke in the fire had it not been for him getting outside as quickly as he did! He kept telling us that he remembered what to do from the Safety for Independent Living class last month. We have a lot of fire and smoke damage, but my son is alive! I am sitting in my truck shivering....but needed to send this right now to let you know that classes like this make a difference! Thank you from the bottom of our hearts for helping to educate people like Luke on things like fire safety."

Safety for Independent Living is a personal safety course where people learn life skills that empower them to make safe choices and caring & respectful decisions in their everyday lives.

* Name changed to protect privacy.



BUILDING STRONGER COMMUNITIES TOGETHER

CWSDS Supportive Living Services



This Year We Supported

63 people at CWSDS on-site
and community homes, and

48 people at on-site Respite.

We Made The Most Of Everything That Life Had To Offer Us This Year!

Aligned with the government's reform plan, *Journey to Belonging: Choice and Inclusion*, we are intent on understanding each person's unique goals and preferences to make sure that we are facilitating experiences that are most meaningful for everyone.



We Loved Spending Time Outside

at conservation parks, safaris, farmer's markets, cottages, garden centres, dog parks, as well as enjoying a butterfly conservatory, the gorge, feeding chipmunks by hand, plus adventures by car, train, boat, horse and buggy and even a Ferris wheel! We also travelled to pet stores to learn about grooming and pet adoption, we saw productions at performing arts centres, we went inside a mill, to the movies, bowling, and had fun at an indoor amusement park. A special highlight was an overnight event for self-advocates called the Speaking Out Conference.

In Addition To Getting Out And About

we are adjusting our services to accommodate those people who we've learned have goals and preferences that are based around the home. For those people, we facilitate daily exercise routines, neighbourhood walks, spa days, gardening, making bird feeders, cooking, sewing, crafting and "Around the World" events that allow people to experience different foods and cultures.



Admittedly, Every Day Is Not A Party

Some people we support experienced significant health challenges this year and we found ourselves supporting them in hospital quite often. The toughest times were when we lost a few beautiful souls who passed on. We were so sad to say goodbye as we will greatly miss each person who meant so much to us. And so, although some days are harder than others, it remains our ongoing privilege to support people through their happiest and saddest, biggest and smallest moments in their lives.

We Will Continue To Transform Our Services

in ways that help each person we support achieve their full potential.



COLLABORATIVE BEHAVIOUR THERAPY

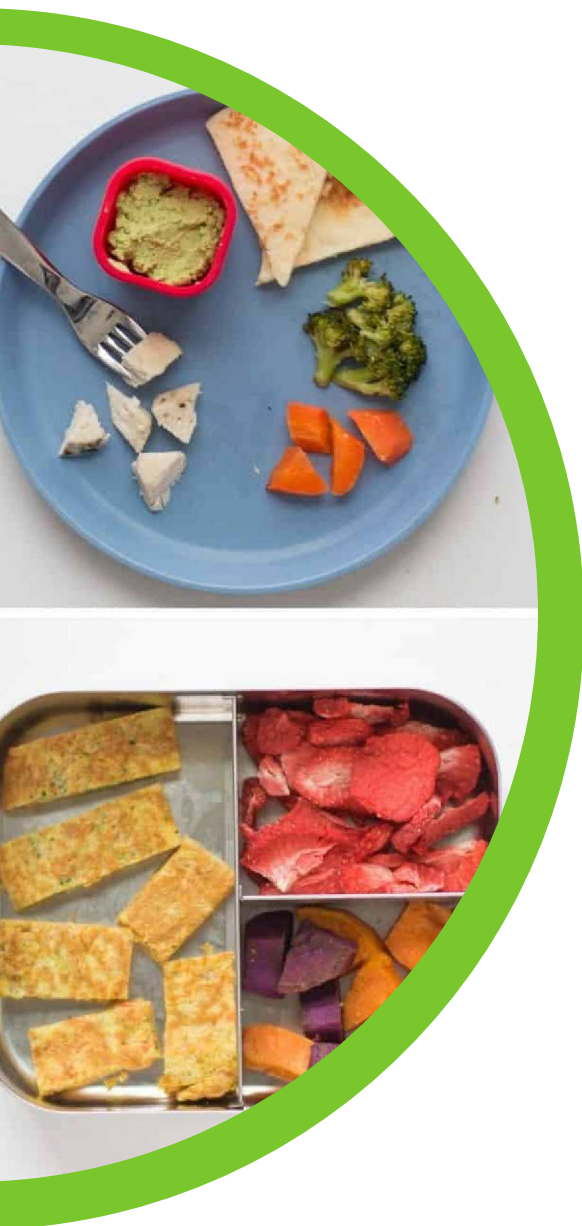
Supporting Oliver's Unique Goals

This year, one of Oliver's* goals was to become more independent. At CWSDS, we value the unique skills and goals of each person we support and work hard to provide services that improve everyone's quality of life. We are fortunate to be able to collaborate with expert clinicians across multiple disciplines in order to do this effectively. In Oliver's case, the Behavioural Services Team got involved to develop a variety of skill acquisition programs that reflected Oliver's goals and helped him become more independent. These programs included daily living skills (e.g., making his own snacks), communication skills, leisure skills, and academic skills.

"Teaching these new skills has increased Oliver's quality of life and increased his independence, while decreasing challenging behaviours." - CWSDS Behaviour Therapist

Multiple CWSDS teams worked together to implement these programs, and we have seen an incredible change in Oliver! Not only have we seen an increase in his independence, but we've also seen a decrease in the amount of time that he spends being noticeably uncomfortable. Oliver has learned to complete block patterning and puzzles, spell his name, create art using stickers, paint various picture scenes, along with a variety of other activities. More and more, he's initiating asking to participate in these activities. Partly he is enjoying the positive reinforcement that comes along with the activity, but he's also genuinely enjoying learning new things about how to take care of himself. We are grateful and excited to be part of Oliver's life through these amazing changes!

* Name changed to protect privacy.



HUMAN RESOURCES



Supporting **Staff Recruitment, Retainment and Engagement**

The Human Resources Team continues to find new and creative ways to attract new talent by revamping job postings, sourcing new job boards and connecting with additional agencies to provide temporary support where needed.



59

New hires



40

Agency staff hired



87

Jobs posted



14

Internal applications



33

Internal transfers/ contracts

This year our **Diversity, Equity and Inclusion Committee** and CWSDS' senior leadership team engaged an external organization to help CWSDS create our DEI Strategy, Vision and Mindsets. This foundational work will benefit the whole organization.

In addition, our **Employee Recognition Committee** has initiated new and unique incentives to further engage employees throughout the organization; recognize people for a job well done; and celebrate our staff who live our values every day!



PEOPLE PORTAL

This year at CWSDS, we celebrate the following employees & volunteers for their dedication to CWSDS and the people we support in our Supportive Living programs as well as our community. We Thank You!

"None of us, including me, ever do great things. But we can all do small things, with great love, and together we can do something wonderful." – Mother Teresa

5 years

Jennifer Andrau
Jason Butler
Aiden Cabral
Lisa Cranstoun
Jennel Cunningham
Anna Maria D'Ostilio
Michael Ghali
Elliot Idemudia
Muhammad Ijaz
Moe Mbamba
Candace McCallum
Racheal Oaki
Felix Ogunnoiki
Kathy Pan
Olivia Rossetti
Goldie Saini
Tevia Smith
Sidney Stevenson
Ansuya Suresh
Matthew Thompson
Kingsley Uyere

10 years

Joseph Domondon
Brandi Garr
Tajinder Hundal
Elizabeth Katwaroo
Angela Knox
Jhanvi Kothary
Alin Melnic
Sydney F. Mgya
Anthonia Omolola
Sylvia Gyimah
Amber Zdriluk

15 years

Teresa Bates
Ana Gruber-Ibarra
Jodi Marleau
Claudette Reid
Ashley St John

25 years

Emily Soden

30 years

Pat Moors
Melanie McCoy

35 years

Manuela Fascione
Shelley Collinge



To the world you may be one person but to one person you are the world!

Manny Fascione, DSW, Day Program, 35 years

Retirements

Heather Bailey
Terri Britton-Kennedy
Marnie Russell
Hank Wroblewski

Volunteers

Board of Directors
Karenda Carpenter
Lisa Cranstoun
Tracey Hobson
Slavica Ilic
Emily Jackson
Angela Knox
Ava Knox
Gloria Ribau
Humaira Shehzad
Kelly Stockdale
Renee Taylor



As I reflect on my employment with CWSDS I can't help but feel very fortunate. During the past 15 years I have been encouraged to build my career and enhance my skills. I feel respected and valued for my contributions, ideas, and hard work. Advocating for individuals is my passion. In my current role I am able to collaborate and brainstorm with the people we support including community partners and other services--advocating for the best support possible. I feel very proud to be part of the CWSDS team, proud of the services we provide, and ongoing advocacy for those we support.

Jodi Marleau, Complex Support Coordinator, CNCS, 15 years

FINANCE

2022-2023

Total Revenue

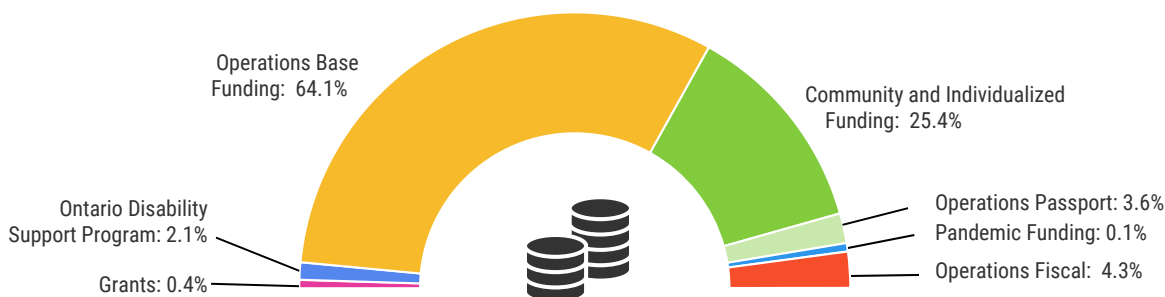
\$ 40,318,779

Total Expenditures

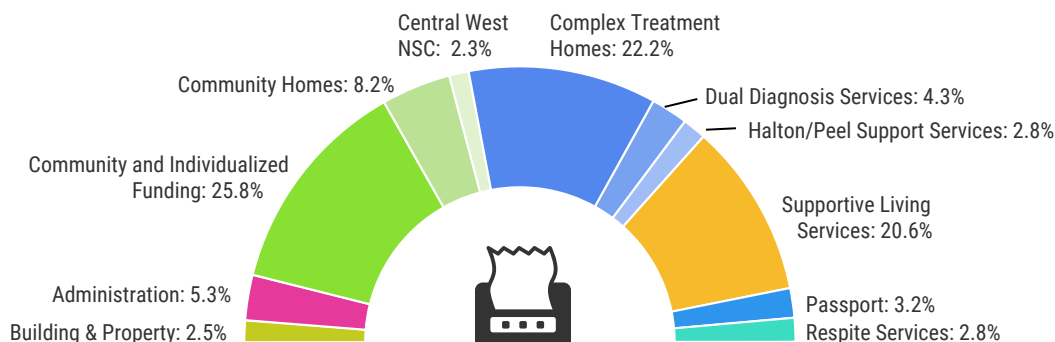
\$ 40,304,269

Central West Specialized Developmental Services had an operating surplus of \$14,510 (0.04%) with 92.2% of revenues going directly to programs and services for people supported.

Sources of Funding



Investments in the Programs and Services we Provide



Charitable Donation Fund*

Revenue

Donations \$40,878

Excess of revenue over expenditures \$15,574

Expenditures

Equipment \$16,367

Recreation \$ 8,937

Total \$25,304

Balance

Beginning of year \$193,453

End of year \$209,027

* The Charitable Donation Fund is comprised of Restricted and Unrestricted Assets. Included in balance of \$209,027 is \$107,378 that has been designated as restricted and has been identified for specific expenditures.

OUR SUPPORTERS

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

Vern Agnew
Menam Bin
Michelle Bourque
Gail Bourque
Paul Bourque
Sylvie Bureau
Amanda Burkholder
Vicenta Bustos
Mark & Lori Dellandrea
Nora Douglas
Frederick Howlett
Paul Irwin
Davindra Jaglall
Marsha Kennedy
Wendy Kramer
Ross Large
Linh Le
Mary Leigh
Wendy Elizabeth McCracken
Lynda Morris
Robert Nosek
Kayla Pozzo
Susan Quinn-Mullins
Anne Rhodes
Hamid Riaz
Patricia Ricardo
Mirian Sansalone
Margaret Scott
Michelle & Ian Sim
Brenda Singer
Manuel Sobrinho
Sabrina Suite
Margaret Turner

Keyur Vyas
Veronica Speaks
Margery Clare Large Henson Trust





53 Bond Street, Oakville, ON, L6K 1L8
+1 905 844 7864
www.cwsds.ca
info@cwsds.ca

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