

**CENTRAL WEST
SPECIALIZED
DEVELOPMENTAL
SERVICES**



FOCUS
— ACCREDITATION —

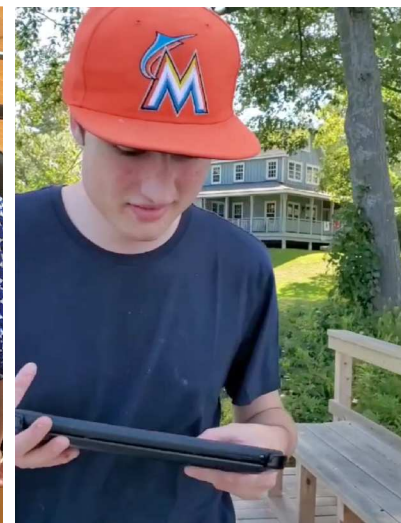
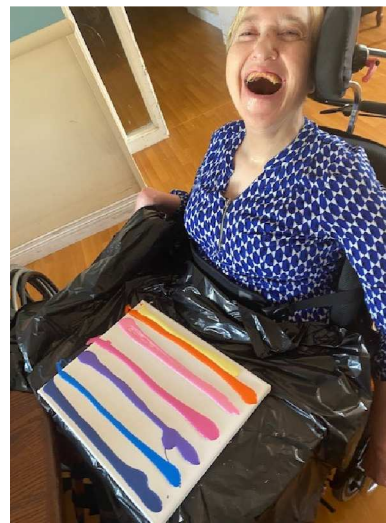
Accredited Organization Since 2012

*Helping People Reach
Their Full Potential*



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MESSAGE FROM THE CHAIR

I hope that others feel the same pride in CWSDS as I feel as they read this Annual Report. Although it has been another challenging pandemic year, we have managed; in fact, we have continued to thrive and ensure that those we serve have had the best life experiences they could have.

This is my final letter as Chair of the Board. I have had the privilege of serving as Chair for 6 years and, according to our by-laws, must make way for different ideas and leadership styles. In my time as Chair, I have seen the growth of our Geriatric program, our expansion to more community homes, the creation of an external Advisory Committee and a new CEO among other things. CWSDS continues to show its leadership in the sector with its work within RNAO Best Practice Guidelines, its voice in the CNSC and Oasis. The Ministry recognizes the unique role we play in supporting those with intellectual and developmental disabilities with specialized needs.

As Chair, and as the parent of an individual in one of the community homes, my family has directly experienced the power of CWSDS, starting with the help of Halton Support Services in obtaining programs and respite support for our son. We have seen the clinical knowledge within STATE in identifying the behaviour support plans and medications that helped our son function at his potential. Every day we see how front line staff support our son in daily life. What an organization of amazing people doing amazing things!

I look forward to continuing on the Board as Past-Chair and working with my Board colleagues as the organization continues to do great things.



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 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 **13** 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 **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

Barb Barrow
Monica Bettazzoni, Vice-Chair
Paul Bourque
Sally Elsadek

Andrew Falls, Secretary
Olga Gappassova
Shahroz Jafri
Denise Mitchell

Mike Nero, Treasurer
Diljeet Munder Singh
Susan Quinn-Mullins, Chair
Scott Waterhouse

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

2021 - 2022 HIGHLIGHTS

Before sharing some of the highlights that are within the Annual Report, I would like to acknowledge and appreciate the efforts of all of our staff and the openness of all of our families to continue to place trust in all that we do in supporting your loved ones. We take this responsibility with the utmost care and regard.

This past year, in response to the pandemic, we continued to incorporate many new infection prevention and control practices and procedures to ensure the safety and wellbeing of everyone. What did not change was our profound commitment, dedication and caring for all of those that we support; the many in our supportive homes as well as all of those in our communities. Everyone's devotion is truly inspiring!

CWSDS is proud to share that this past year, we have dedicated much effort in forging strong partnerships and collaborations that strengthen our communities. Whether it was through grant awards that CWSDS reinvested back into the community to bring some much needed reprieve to our families through our respite and reverse respite programs or partnering with professional organizations to ensure that our practices continue to evolve, our commitment has been unyielding. Our staff continue to look for ways to ensure that we are meeting the needs of those we support not just for today but also into the future.

A new structure that has been created at CWSDS this past year is that of an Advisory Council. This is of particular significance as we want to ensure that what we do is always done ensuring that the voice of those that we support is central to the decision making.

CWSDS's vision and values continue to drive our purpose. The strategic plan was guided by those principles and has continued to steer our activities.

We hope that in reviewing our Annual Report, you will note the many actions that we have accomplished as well as the efforts of all the amazing people at CWSDS.



Silvie Crawford, 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.

SERVICES

Vice President Supportive Living & Community Supports - Terri Britton-Kennedy

CWSDS is an organization that never stops growing and improving. Our staff is dedicated to continuously enhancing our service model to exemplify **leadership** and **excellence** in our delivery of specialized services to the people we support. Every day I find reason to be incredibly impressed by the adaptability, creativity and person-centered focus of our supportive living and community supports staff. Despite the challenges and constraints of the pandemic, our teams have continued to move ahead our organizational objectives which all have the singular goal of improving the lives of the people we support. The following highlights are just a few of our accomplishments this year:

IMAGINE

*with all
your
mind*

- ✓ Dede Batson, Joanne McCallum and the Supportive Living teams have been instrumental in keeping the people in our supportive living homes and programs engaged and active in the community, while never losing sight of the importance of health, safety and well-being. They have helped people live **inclusive** lives despite these ever-changing times.

- ✓ Beth Watson and the Community Supports teams have been working with families to help them manage as support programs faced ongoing restrictions and families had to adjust to new ways of **coping** and **managing**. It is the strength, diversity and caring nature of these teams that have allowed families to find solutions that help them go on.

BELIEVE

*with all
your
heart*

- ✓ We have created an Advisory Council with representation from people we support, families, staff and community members. This is a wonderful group of volunteers with varying backgrounds that will be providing advice and feedback on service delivery **improvement initiatives**, and further strengthening our person-centered lens on everything we do.

- ✓ We have implemented a new focus at our on-site Respite Program, providing more behavioural supports for persons with complex needs, which **enhances our offerings** to the communities we support.

ACHIEVE

*with all
your
might*

- ✓ This year Focus Accreditation awarded CWSDS its *third* 4-year Accreditation Award, recognizing **excellence in service delivery**. I thank our all staff for the hard work and continued support for our programs and processes that enabled this achievement.

It has been my privilege to work alongside the highly skilled, compassionate and committed CWSDS supportive living and community supports staff during my 35 years with the organization. As Jane Goodall said, "You cannot get through a single day without **having an impact on the world around you**. What you do makes a difference, and you have to decide what kind of difference you want to make." Here at CWSDS we are making a difference. We are creating positive changes with lasting impacts. I am proud to say that we are **building stronger communities for all**.

PEOPLE IN SUPPORTIVE LIVING

Regional Managers - Dede Batson & Joanne McCallum

60

People supported
at CWSDS on-site
or community
homes

6

New people
welcomed into
CWSDS on-site or
community homes

3

People supported
in STATE

50

People supported
at on-site Respite for
191
overnights

RECONNECTING TO OUR COMMUNITIES

Despite the unpredictability this pandemic has had, our Day Services and Supportive Living teams continue to look for new and creative ways to **re-engage** the people supported to their **communities**. With restrictions changing slightly, our teams have been able to support individuals with in-person activities in the community. With safety and COVID-19 protocols being followed, we have resumed activities like bowling, baseball games, friends clubs, and outdoor pet therapy. We are currently planning our summer activities with much excitement.

There has also been an increase in **family interactions** with people supported and their loved ones. In-person visits at family homes or small gatherings and in some cases vacations together, have made the world of difference in the lives of the people we support.



IN MEMORY OF

This year we added 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 each person who meant so much to us.

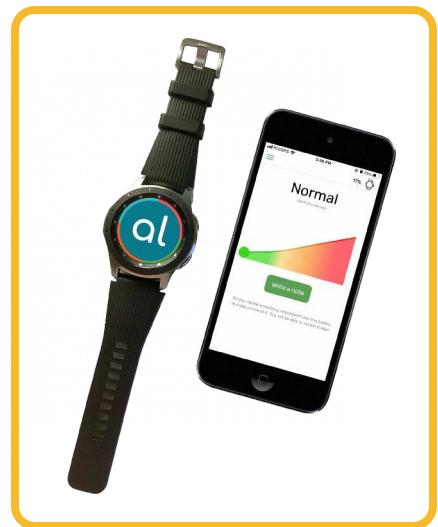


BEHAVIOURAL SERVICES

Clinical Director Behavioural Services - Audrey Meissner

Research Initiative

CWSDS participated in a research initiative with Awake Labs and CAMH (Centre for Addiction and Mental Health) to utilize **innovative technology** that helps people with intellectual and developmental disabilities **manage stress**. Specifically, five of the people we support had an opportunity to wear a smartwatch connected to a mobile device. The smartwatch detects if the person wearing the watch is experiencing stress (e.g., an elevated heart rate) and a notification is then sent to the mobile device that can be used by staff to assist the person in managing their stress. This breakthrough technology allows the staff to monitor any internal changes that are happening physiologically but are not always observable and can therefore enable staff to intervene earlier to support the person in managing their stress and potentially avoid behavioural escalation. Given the effectiveness of the technology for the people we support, the project was recently expanded to an additional 17 people through a **successful grant application**. The Awake Labs technology will further assist us in helping the people we support **reach their full potential** and have a **greater quality of life**.



Behaviour Support Plans (BSPs)



Behaviour Support Plans focus on the development of positive behaviour, communication and adaptive skills. 100% of CWSDS' BSPs meet all Ministry requirements.

Respite Refresh

In June of 2021, CWSDS' on-site Respite program re-opened with an enhanced Respite Refresh model. The new respite model includes the addition of a **Behaviour Therapist** and **Behaviour Therapist Assistant** to the respite team to support people with complex needs. Respite Refresh is evidence-based and focuses on **creating behaviours** that are **socially meaningful** while decreasing challenging behaviours that affect learning and are harmful to others, the person, or the environment. In the new model adults are supported for 2-week stays and skills learned at respite are then generalized to the home environment for four weeks of parent training for those living in the Halton region. Since opening, the Respite team has implemented over 20 Behaviour Support Plans (BSP) and Behaviour Support Strategies (BSS) in order to support those within the Central West Region experiencing barriers to service due to the complexity of their needs. Both adults and children have benefited from this new model through the **collaborative efforts** of the Behaviour team, Respite staff, along with the families supported. Respite Refresh will continue to address the increasing community need to deliver respite to families and best practices for people with complex needs.

Specialized Geriatric Supports - Understanding Life's Journey for those with IDD

Canadian adults with intellectual and developmental disabilities (IDD) are leading longer more meaningful lives, and their aging journey can present unique challenges for those who support and care for them. CWSDS recognizes the important needs of aging adults with IDD, and has shown leadership through **cross-sector partnerships** that aim to enhance quality of life throughout a person's life. Our staff have been instrumental in the development of **new tools and programs** that improve the continuum of support, and are committed to **building knowledge capacities** across our communities.



"We knew a continuum of care was needed with our aging population," says Stephanie Mitchell, Manager of West Village, one of two specialized geriatric supportive living programs at CWSDS. "With the people we support living longer lives we wanted to develop a program that would allow them to continue to age in place with minimal change. A program designed to preserve their dignity while their ever changing health and wellness needs are met."

Adults with IDD can age much faster than typical populations. **At 50 years of age, adults with developmental disabilities can be as frail as an 80+ year old without IDD.**¹ Additionally, they are more likely to develop chronic health conditions at younger ages than other adults due to biological factors related to syndromes and associated developmental disabilities.² Many experience more severe loss of flexibility as age-related changes in joint function and bone density combine with their existing mobility problems.³

"We are involved in a number of cross-sector partnerships that allow us to explore appropriate support options, influence program creation, and communicate our best practices to the community, supporting professionals, and partner agencies," says Tara Hyatt, Regional Manager, Central West Network of Specialized Care.

CWSDS is a contributing member of the **Central Region Partnership on Aging and Developmental Disabilities (CRPADD)**, which is a cross-sector partnership dedicated to enhancing the quality of life for older adults with IDD and those who support them. Through its partnership relationships with other service providers, CWSDS advances knowledge, skills and understanding of aging persons with IDD.



CWSDS staff were instrumental in the development of the Health Considerations Tables for Aging Persons with IDD, the purpose of which is to enable staff, family, caregivers and others to compile and report valuable information pertaining to an aging person with IDD. The information is intended to be presented at medical appointment reviews as well as at acute and emergency care visits. View the **tables** at [www.cwsds.ca/Our Stories/Achievements/Central Region Partnership on Aging and Developmental Disabilities](http://www.cwsds.ca/Our%20Stories/Achievements/Central%20Region%20Partnership%20on%20Aging%20and%20Developmental%20Disabilities).

Providing the support that someone needs is rarely a simple thing. Older adults with IDD have many complex challenges, but with the efforts of dedicated, caring and skilled support professionals **positive outcomes can be achieved**. The people we support have earned their dignity through their lifetimes and we at CWSDS have the privilege and the responsibility to help ensure their quality of life remains first and foremost in everything we do.

^{1,2,3} References detailed on back cover

HALTON SUPPORT SERVICES AND PASSPORT

Regional Manager, Community Supports - Beth Watson

Halton Support Services

Service Coordination:



183

Adults served

160

Children served

Respiteservices.com



161

Active workers in
the database

1006

Active
families

Respite Services:



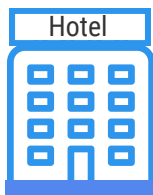
279

Adults served

535

Children served
(In home and out-of-home)

Reverse Respite:



Hotel stay for Caregivers + respite funding to support
the person at their home with a support worker

123

Families served in total since
2020 when the pandemic began

Resource Coordinator



752

Families supported
throughout the year
by this Coordinator

Autism Funding:



32

served

Medically Fragile Technologically Dependent:



80

served

Passport Services

Total Allocation 2021-2022*	\$78,644,919
People receiving funding	8,358
People on waitlist	3,507
Approvals	741

* Funds managed through PassportONE

Reverse Respite - A Creative Response to Pandemic Crisis

The breaking-point ... a place where no family wants to go. For families with children and adults who have intellectual and developmental disabilities, COVID-19 brought this vulnerability to a whole new level. In the first year of the pandemic CWSDS was contacted by an increasing number of families who simply could not cope any longer.

Due to COVID restrictions on community supports, families were facing additional challenges, pushing some to the breaking-point where they could no longer shoulder the 24/7 care of their loved ones alone. In response to this need, CWSDS launched a pilot project called Reverse Respite. A person is supported within their own home for up to 48 hours, allowing the family a much needed break, perhaps in a different place, and some time for themselves to rest and recharge.



"A lot of people overlook the parents and the families," says David Kovacs*, a father with two adult autistic sons with complex needs living in Halton. Passport funding is only just sufficient to cover the daily support needs of his two sons, and David and his wife both hold down full-time jobs and face their "second" job every day when they arrive home.

"When you have children who require that much attention it takes a daily toll in mental strain, emotional overload and absolute exhaustion," says David. When the pandemic hit, the strain intensified. "Like everyone else, we weren't leaving the house. We were in this closed, intense environment, and it affected everyone."

The Kovacs family was introduced to the Reverse Respite pilot project by a Halton Support Services coordinator at CWSDS. While the pilot project was very limited in funding, service coordinators were listening to families and their stories, and recognizing the signs of burn-out and extreme stress associated with the pandemic situation. Many families were close to a breaking-point. Those most in need were introduced to the program.

David and his wife were able to spend a weekend in Niagara Falls, just the two of them, and the boys were supported at home. "My wife and I were able to have important conversations, about now, about the future, without interruption," David notes. "At one point I looked at my wife and I had the time to think "It's nice to see you smile.""

"You need the chance to breathe," David emphasizes, "You need that opportunity to escape and recoup your sanity and inner resources to face the next challenges."

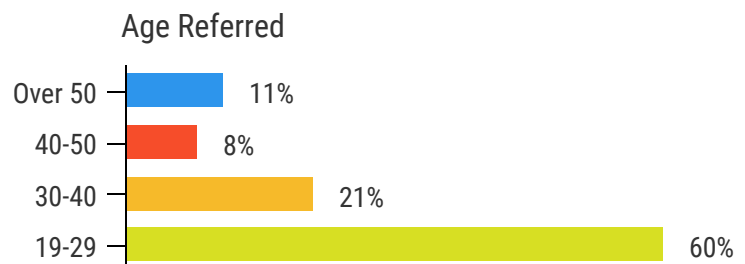
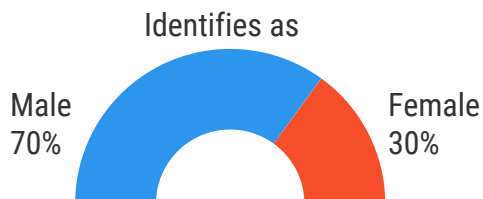
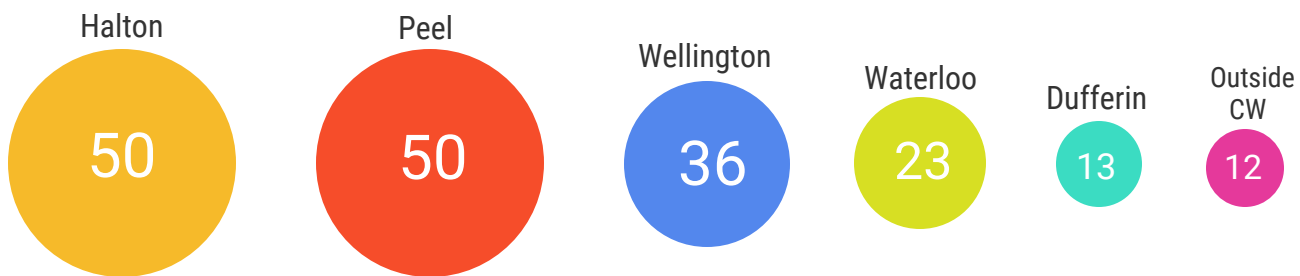
Reverse Respite was initially funded through a limited grant, and the success was immediate. As of early 2022 over 123 families have utilized the program. Recently, CWSDS was awarded funding for 3 years in order to continue to support this important initiative, for those most in need. While the 3 year funding has an annual cap it will nevertheless allow CWSDS to expand this much needed respite program to new families and help to prevent future crisis situations.

* Name changed to protect privacy.

CENTRAL WEST NETWORK OF SPECIALIZED CARE

Regional Manager - Tara Hyatt

Total Referrals in 2020-2021 = 184



Total Referrals 2021-2022 (184) by Position & Region

Health Care Facilitation (HCF)	Complex Support Coordination (CSC)	Dual Diagnosis Justice Coordination (DDJC)
53	75	56

SERVICE RESOLUTION / SOLUTIONS

Regional Manager - Tara Hyatt

Halton Service Resolution/Solutions

Transfer Payment Funds Managed:

- **Adult Temporary Support Funding (TSF)**
- **Preventative Adult Clinical Funding**
- **Connections Children's Table**
- **Preventative Child Funding**
- **Complex Special Needs (CSN) Children and Adult**

Caseload:



57 Adults Supported



65 Children Supported



39 Urgent Responses Managed

Peel Service Resolution/Solutions

Transfer Payment Funds Managed:

- **Peel Adult Service Solutions (PASS)**
- **PASS Fiscal Surplus Carry-Over***
- **Peel Children's Review Committee (CRC)**
- **CRC Fiscal Surplus Carry-Over***
- **Peel Crisis/Flex Fund**

Caseload:



111 Adults Supported



56 Children Supported



63 Urgent Responses Managed

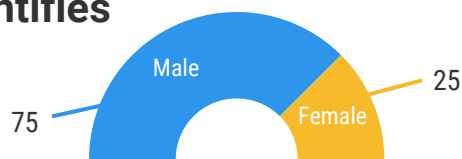
* Funds carried over from previous fiscal year (2020-21) due to COVID-19 pandemic, utilized for additional respite and service supports.

DUAL DIAGNOSIS SERVICES

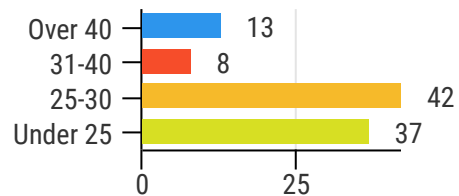
Regional Manager, Community Supports - Beth Watson

People who are currently in service

Identifies As



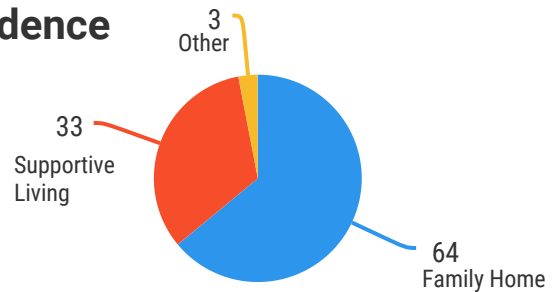
Age



Region/County Served

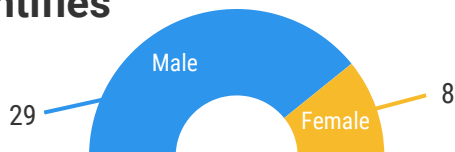
Dufferin	1
Halton	33
Peel	57
Waterloo	4
Wellington	5

Residence

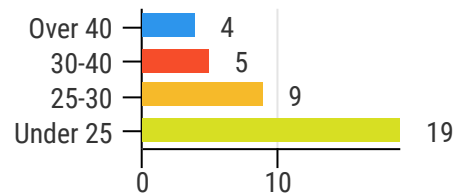


People who were referred for services

Identifies As



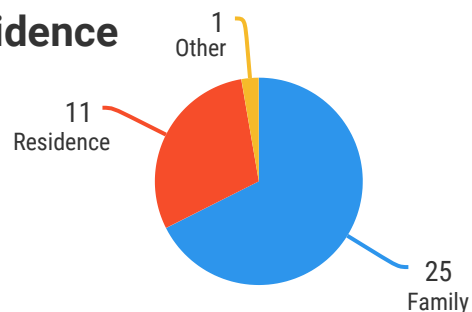
Age



Region/County Served

Dufferin	1
Halton	14
Peel	20
Waterloo	2
Wellington	0

Residence



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

CWSDS is proud to celebrate being the first provincial, national, and international Developmental Services congregate care organization to complete Year One of the three year RNAO pre-designate period to become a Best Practice Spotlight Organization (BPSO). We began this journey with a shared purpose and vision to improve health outcomes and further enhance the lives of the people we support by providing exemplary quality services based on evidence-based resources.

Our RNAO-BPSO team built momentum across the organization to collectively learn and lead this initiative. They cultivated a climate of collaboration and stakeholder involvement. Over the year, our supporting professionals' dedication and collective strength towards the RNAO-BPSO journey shone through in many ways:



CWSDS and RNAO Partnership Launch Week of Events

Recruitment of CWSDS staff to become Best Practice Champions

Evaluation of current practices through RNAO Gap Analysis

Utilizing Nursing Quality Indicators for Reporting and Evaluation (NQIRE) for data collection

Development of Innovative Tools Related to Best Practice Guidelines - Person and Family Centered Care and Preventing Falls and Reducing Injury from Falls.

Dissemination of Knowledge Transfer with Community Partners – Health and Wellbeing in Developmental Disabilities 2022 Conference hosted by University of Toronto

Celebration of Implementation with Spring Scene Event

Congratulations to our Best Practice Champions:

Best Practice Champions are people who are passionate about using research evidence to improve health-care in their workplaces. They support the use of Best Practice Guidelines and other evidence-based resources to inform clinical practice and decision-making.

Congratulations to *all* our 2021-2022 Best Practice Champions including (but not limited to) Aiden Cabral, Mandy Johnstone, Sarah Lewis, Stephanie Mitchell, Cheryl Nudds, Jayoma Perera, Michelle Sandrasagra, Kelly Stockdale, Michelle Thurgar, and Wendy Walsh!



HUMAN RESOURCES

Vice President, Labour Relations & People Services - Michelle Rolston

We could not have anticipated that we would go through another full fiscal year in the COVID-19 pandemic. This has stretched the Human Resources Department in many different directions as we responded to the staffing crisis within the Developmental Services Sector and worked through all of the health and safety issues that come with a pandemic.

We maintained strong partnerships with both of our unions, OPSEU and ONA who we thank for supporting our efforts in maintaining a safe and healthy workplace.

The Human Resources team looks forward to new initiatives and process improvements as we move out of the pandemic.



28

New hires



41

Agency staff hired



84

Jobs posted



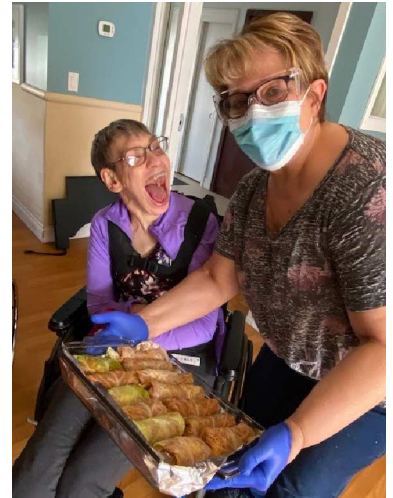
14

Internal applications



33

Internal transfers / contracts



CWSDS Committees

Over the past year, we have re-established the focus of our Diversity, Equity and Inclusion Committee and introduced two new committees, the Mental Health and Wellness Committee and Career Development Committee. These committees were developed with a representation of employees from across the Agency to provide input and share information and resources to the CWSDS employee population.

CWSDS Values In Action

Our staff have completed a six-part eLearning program focused on CWSDS' values of respect, accountability, collaboration, inclusion, adaptability and innovation. We see our values reflected in the every day work of the organization and will continue to promote these values in everything we do.

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!

"Alone we can do so little; together we can do so much" - Helen Keller

5 years

Ronaldo Agullano
Tanya Ashmeade
Patience Baah
Alfred Barretto
Jocelyn Barton
Sanket Bhuyekar
Ayesha Bilal
Sharri Bravo-Espiritu
Heather Crompton
Dionne Dotting
Stefania Fulginiti
Corbin Hughes
Sahar Jamar
Esther Makinde
Audrey Meissner
Stephanie Mitchell
Jerry Okoh
Stephanie Smart
Marvin Watson
Kyle Whalen
Adrian Williams

10 years

Heather Bailey
Michelle Caetano
Gerry Calles
Michelle Dunbar
Kevin Evans
Elizabeta Krstevska
Mary Ellen Main
Hewaida Michael
Tanya Stewart



"What I have enjoyed the most about my work here at CWSDS is being a part of an environment where so many trained and experienced professionals collaborate together to assist the people we support. An agency where "Specialized" is not just a part of our name, but seen in the skill level of the work and support we do every day. With a shared goal of building a better community which includes the people we support as our driving force."

Kyle Whalen, Manager Supportive Living, 5 years

15 years

June Harris
Sylwia Kielb
William (Bill) Metherel
Sherry Mollaei
Gillian Robb
Carla Scibetta-Heathfield

20 years

Sonia Arscott-Ashmann
Vanessa Edwards
Terry Kirkelos
Duke Kuhendiran
Victoria O'Connell
Gloria Ribau
Anna Yacoub

30 years

Julie Geiss
Isabel Pereira

"Along with the people we support and the staff colleagues, I enjoy working at CWSDS because I am a member of the Ontario Public Service Employees Union. I joined our HOOPP pension plan as a casual relief staff at the beginning of my career. Soon enough, retirement and freedom 55!"

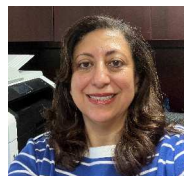
Julie Geiss, DSW, Local 249 Union President, 30 years

40 years

Margrethe Noonan

Retirements

Mara Andonovska
Tim Bedard
Karen Cooper
Greg Honsberger
Steve Morton
Sharon Robicheau
Andrez Salaniuk



"Aside from the amazing helpful services we provide to clients, the inclusive environment and friendly people is what kept me going here at CWSDS for 10 years now."

Hewaida Michael, Financial Manager, 10 years

Volunteers

Board of Directors
Carla Scibetta-Heathfield
Halton Civitan Club

FINANCE

Vice President Finance & Administrative Services - Kelly Kocken

2021-2022

Total Revenue

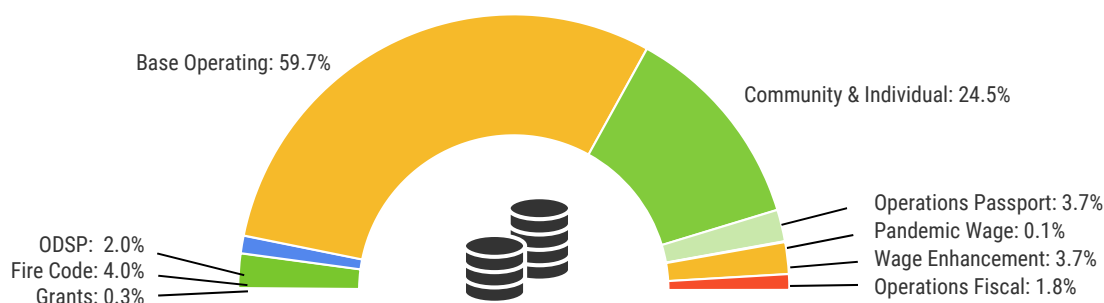
\$ 39,781,495

Total Expenditures

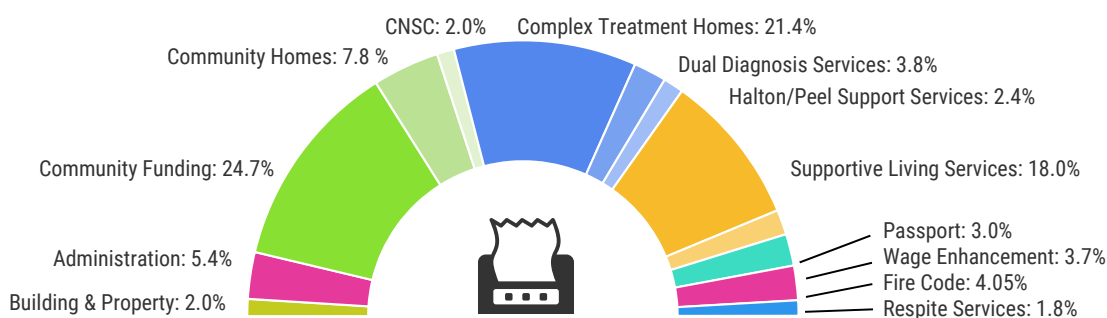
\$ 39,750,914

Central West Specialized Developmental Services had an operating surplus of \$30,581 (0.008%) with 91.5% of revenues going directly to programs and services for the people we support.

Sources of Funding



Investments in the Programs and Services we Provide



Charitable Donation Fund*

Revenue

Donations \$68,634

Excess of revenue over expenditures \$58,001

Expenditures

Equipment \$8,168

Recreation \$2,465

Total \$10,633

Balance

Beginning of year \$135,452

End of year \$193,453

* The Charitable Donation Fund is comprised of Restricted and Unrestricted Assets. Included in balance of \$193,453 is \$98,014 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.

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

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