



ANNUAL REPORT
FISCAL YEAR 2022-2023

No Barriers... Just Life



OUR VISION

No Barriers – *Just Life*

OUR MISSION

ADVOCATE. MENTOR. COLLABORATE.





COMMUNITY PARTICIPATION

Full participation in the community is an important part of full inclusion. Our services are moving away from services in our buildings. Instead, staff support people seven days a week and evenings to take part in activities in the community. This is individualized support based on what each person wants. This is quite an undertaking and the pandemic has given us a pause and a chance to reset and plan with each person. This includes helping people manage their Passport Individualized dollars.

COMMUNITY ACCOMODATIONS

The Shared Living department provides 24 hour supports to people in homes located throughout our communities, with an emphasis on maximizing daily living skills to achieve the highest possible level of independence and community involvement. We have sought to incrementally reduce the number of people living together to be able to offer more personalization of services.

SUPPORTED INDEPENDENT LIVING

Supported Independent Living offers people the support they require in their own homes in accordance with their individual needs. The degree and type of supports required are determined by the people themselves, their families,

various service professionals and the person's Direct Support Professional.

HEALTHY GENERATIONS

Healthy Generations provides services to families raising children with Fetal Alcohol Spectrum Disorder (FASD). The primary focus of this program is to support children aged 0-6 and their families.

LIFESHARE

Host Families in the communities offer alternative residential options for adults that provide the person with an opportunity to become an integral member of a family and at the same time live in a community setting.

MMW VIDEO CONFERENCING

Video Conferencing delivers clinical, educational and administrative information to individuals, families, caregivers and professionals. It is through this technology that our Agency is linked with our Ministry designated clinical service provider, Surrey Place Centre and other partners.

EMPLOYMENT SERVICES

The Employment Services department provides people with the opportunity to learn the skills needed to gain employment in the community. The Supported Employment component provides supports to businesses that employ people.



COMMUNITY ACCOMODATIONS

32 People Supported This Year

SUPPORTED INDEPENDENT LIVING

48 People Supported This Year

COMMUNITY PARTICIPATION SUPPORTS

50 People Supported This Year

LIFESHARE PROGRAM

13 People Supported This Year

EMPLOYMENT SUPPORTS

20 People Supported This Year

HEALTHY GENERATIONS

18 Caregivers

12 Children

MMW VIDEOCONFERENCING PROGRAM

124 Regionally

(We have two of three

Clinical Regional Access Coordinators)

CHIEF EXECUTIVE OFFICER CORNER

We continue to experience growth in our revenue as we support more people. This has resulting in needing more staff and to enhance our administratibve and management teams in order to support increased staff and people supporting. We also have evaluated our facilities and are partnering with others in building projects and improvements to meet these needs.

We have reached a major milestone this year with achieving CARF International Accreditation right at the beginning of the 2022-2023 fiscal year. All of the work was done in the fiscal year of this report however (and the years leading up to it). Our stakeholders, families, board, people supported, staff, administration and managers all contributed to the effort.



Coming out of the Pandemic we had not seen our clinical partners from Surrey Place in person since 2019. It was a pleasure to host them up here again as they spent time with managers, staff and people we jointly support. One of their clinicians also took one of the people we support and their staff to a CAMH conference to take part in presenting. (Story attached)

Staffing has been a unique challenge and continues to be but the staff we do have work so hard and conscientiously for the people we support. We are using every creative means and attending many events and hosting job fairs.

Key opportunities in the future are preparing for individualized funding and continuing to meet the needs of Transition Aged Youth coming out of child welfare and community members on the Developmental Services waitlist. Finding affordable, accessible and appropriate housing is always a challenge and will be another opportunity for the agency to find solutions together with community partners.

Sherry Baum,
Chief Executive Officer

JOURNEY TO BELONGING: CHOICE AND INCLUSION

Ministry of Children, Community and Social Services

Developmental Services Reform Plan

Journey to Belonging: Choice and Inclusion

Developmental Services Reform Plan

Vision

People with developmental disabilities are supported by their communities, support networks and government to belong and live inclusive lives. People are empowered to make choices and live as independently as possible through supports that are person-directed, equitable and sustainable

Principles

People receive support based on their needs

Services build on the strengths of people and supports provided by families, support networks and communities

Supports are person-directed and flexible

Supports are proactive and responsive to people's changing needs across the course of their lives

Services are driven by evidence, outcomes and continuous improvement

Services and supports promote health, well-being and safety

System is sustainable

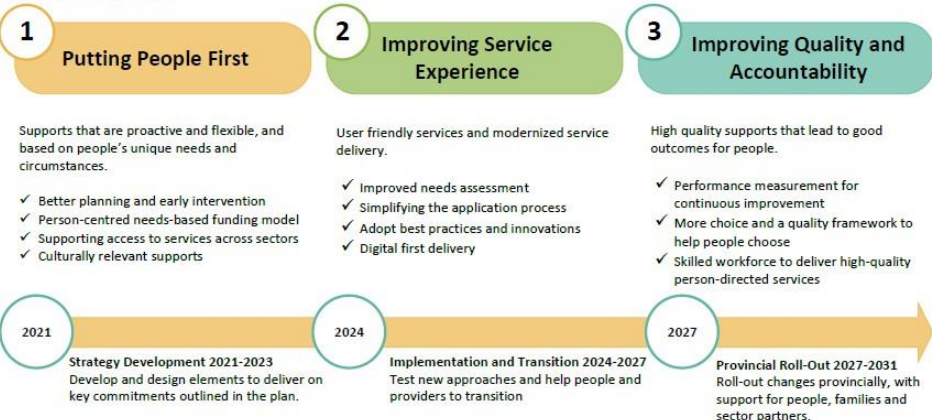
Immediate Actions:

We will take action over the next year to improve access and reduce barriers for people and families

-  **Application**
 - Improve communications
 - Reduce wait times
 - Virtual option and pilot online booking
-  **Passport**
 - Help people purchase technology
 - Easier to submit claims and reimbursement
 - Clearer guidelines
-  **Service Provider Capacity**
 - Streamline administrative processes so more time is spent supporting people
-  **Life Transitions**
 - Affordable housing solutions
 - Youth employment initiatives
 - Improve transitions for youth
-  **Workforce**
 - Recruitment and retention efforts
 - Sharing knowledge and best practices
-  **Awareness**
 - Education campaign to reduce stigma and discrimination

Reform Commitments:

Over the next 8-10 years, we will make the foundational changes needed to enable successful long-term reform. We will work in partnership with people with developmental disabilities, families and service providers as well as other ministries and sectors to achieve our vision of helping people truly belong in their communities.



Journey to Belonging: Choice and Inclusion

<https://www.ontario.ca/page/journey-belonging-choice-and-inclusion>

Journey to Belonging video:

<https://youtu.be/vZwKLafzZ3s>

Plain language version:

https://www.mcsc.gov.on.ca/documents/en/mcsc/developmental/DS_Reform_Plain_Language-en.p

STAFF YEARS OF SERVICE AWARDS 2022

35 YEARS

Lynda Mnard-Penner

30 YEARS

Steven Couto

Kandi Strand

20 YEARS

Maybelline Borja

Cara-Lee Hazlewood

Tracy Bazinet-Ternowski

15 YEARS

Bobbi Berry

Allen Feeney

Lorrie Warren

10 Years

Jackie Roullard

Shauna Spalding

5 Years

Gerson Agustin

Amber Desjardins

Jessica Engels

Rowena Estrellana

David Heindricks

Barry Kriese

Lisa Lacroix

Ofelia Macabeo

Jona Mendoza

Victoria Merriam

Roxanne Moi

Colleen Oliphant

Jenifer Pasia

Colleen Pollard

Adelaida Potter

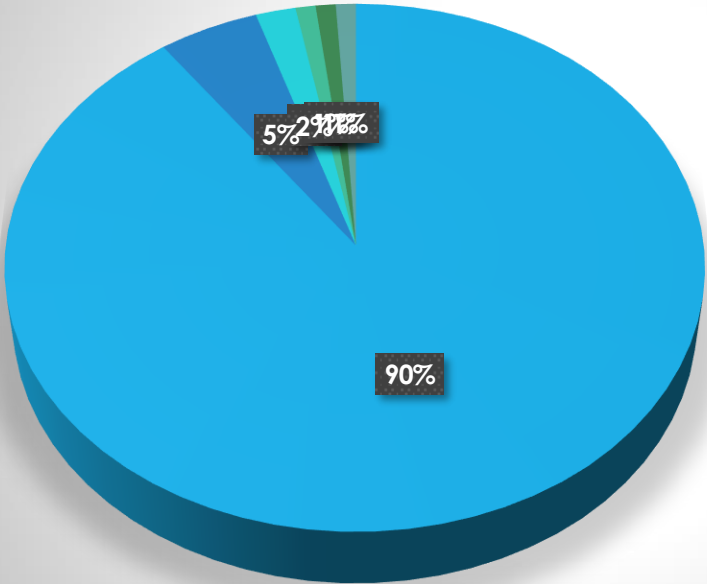
Alyssa Storrey

Dana Trott



REVENUE

Revenue 2022-2023 Fiscal Year



- Ministry of Children Community and Social Services 90%
- Lutheran Community Care Centre/ Family services Toronto (Passport) 5%
- Surrey Place Centre 2%
- Rental Revenue 1%
- Other 1%
- Public Health Agency of Canada 1%

A year in Review

Financial Report | Fiscal 2022-2023

The Board of Directors plays a pivotal role in overseeing our monthly revenues and expenditures at a high level. This year's spending reflects our dedication to NoBarriers...Just Life, embodying an approach that places equal emphasis on service excellence and sustainability, all while managing public funds. This strategic approach positions our organization to meet the increasing service demand, facilitate sector transformations, and ensure accurate Ministry reporting.

In the 2022-23 fiscal year, Community Living Dryden-Sioux Lookout (CLDSL) maintained steady financial growth. Total revenue for the year was 13.8 million, of which approximately 90% came from the Ministry of Community and Social Services (MCCSS). \$702,470 in MCCSS funding resulted from the Government of Ontario's commitment to make the temporary wage enhancement permanent. As a result of this funding, CLDSL's eligible staff received an additional \$3 per hour on their base salary. Overall, revenues increased by \$1.95 million compared to the previous year due to the increasing amount of services and supports provided, which was funded by MCCSS, and the expansion of the temporary wage enhancement fund provided by MCCSS.

During the 2022-23 fiscal year, CLDSL invested in expanding residential housing, purchasing a new accessible van, and enhancing business practices. Notably, two residential properties underwent comprehensive renovations to enhance and expand our rental space offering. Business practices invested in were to enhance the integration of collaborative teams, streamlined communication with phone and electronic systems, and data-driven decision-making tools like Power BI.

Overall, the financial statements reflect an excess of revenue over expenses for the year of \$82,755. This results from non-cash items such as amortization of deferred capital contributions and amortization. Supplementary schedules have been prepared to meet the requirements of MCCSS. These schedules accurately show a net zero balance, signifying that all funds have been utilized and there is no deficit.

An achievement worth noting is the approval of three-year collective agreements with Unifor Local 324-12 and Unifor Local 324-16 for the period September 1, 2022 to August 31, 2025. The collaborative efforts of management and respective labour unions have resulted in agreements that provide fair and competitive compensation packages. This achievement demonstrates our dedication to building strong partnerships with our employee representatives and emphasizes our ongoing commitment to our valuable team members' welfare and job satisfaction.

The finance department compiles the financial results, which are accurately presented in compliance with the Canadian accounting standards established for not-for-profit entities. The Financial statements have been audited by BDO Canada LLP and are available on our website and include the Independent Auditor's report.

Shauna Spalding,
Director of Finance



Board of Director's as at April 1, 2023

Laurie McCarthy

Humberto Pacheco

Ben McNabb

Lyn Manitowabi

Daisy Hoppe

Are you Ready to make a difference?

***Become a board member
and help your community.***

Our board of directors are responsible for advancing the agency's philosophy, goals, vision and mission through strategic directives and governance. The executive director is responsible to the board for operationalizing the agency's strategic directives.

Our board member roles offer:

- A rewarding and challenging opportunity
 - Advocacy locally and provincially
- Opportunity for professional development
- Opportunities to sponsor events in the community

CELEBRATE

CHARITY HOCKEY GAME
COME OUT TO SEE

Domtar Employees **VS** **THE HUSKIES**

SUNDAY, NOVEMBER 6TH
PUCK DROP AT 1:00 PM
AT THE DRYDEN MEMORIAL ARENA

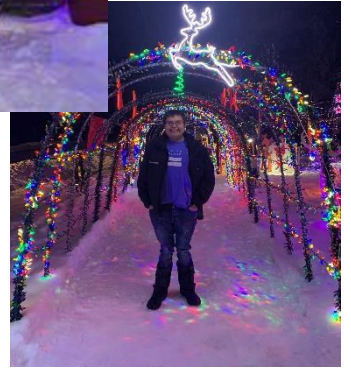
TICKETS AVAILABLE AT DOOR **\$5.00 EACH**

FREE BOOKS Under the Domtar Tent
DOOR PRIZE CHUCK-A PUCK

ALL PROCEEDS GOING TO **Community Living**
DRYDEN - SIOUX LOOKOUT



CELEBRATE



CORE VALUES
CLDSL Values and Aspirations
Know your Why before you Figure out How

PEOPLE

Rights and Dignity - Why? **Universal value for all people**

- We believe that all people have value and deserve respect
- We subscribe to a Code of Conduct and Professionalism
- We Encourage self-determination*
- We Promote responsibility and informed choice
- We Nurture autonomy and empowerment in the people we support
- We Develop Just Enough Supports models of support*
- We support Supported Decision Making*
- We advocate for these inherent rights
- We value self determination

Leadership at All Levels - Why? **We all have something to contribute.**

- Communication and transparency at all levels is our goal
- Mentorship* is used at all levels
- Everyone is an Ambassador*

Wellness - Why? **People are not just Surviving, but thriving.**

- Psychological, Emotional, Environmental Health and Safety*
- Workplace/Life balance is our goal
- Trauma informed
- We use harm reduction* models

Person-Directed Focus that Promotes Strengths & Gifts - Why?

People want to control their own lives

- We use Person-Centered Approaches*
- We believe everyone has a Core-Gift*
- We use Personal Outcome Measures*

COMMUNITY

Community First Approach - Why? **People live in the community**

- We believe in Community Living and Learning
- People use community services
- We use Asset Based Community Development*
- We Promote building stronger relationships in the community
- We collaborate* with others to improve our communities through community development

Inclusion - Why? **People want to belong**

- Diversity*, Equity* and Inclusion*
- Bringing your whole self to work
- Social Role Valorization/Authentic Valued roles*
- We build Social Capital*

QUALITY

Quality Assurance - Why? **We have accountability to the people we support**

- Seeking Accreditation with CARF*
- Quality of Service* and continuous improvement
- Performance Outcomes*

Employer of Choice - Why? **Empowered, community minded staff are our best resource.**

- Professional and personal development
- Learning Organization*
- Extensive Onboarding
- Staff engagement surveys
- Collaborative performance management*
- Developmental Services Core
- Competencies*
- Growth Mindset*

Why do we do what we do?

PEOPLE, COMMUNITY, QUALITY

May 31, 2023

Barbara Krouse
Community Living Dryden-Slow Lookout
200 Arthur Street
Dryden ON P8N 1W0
CANADA

Dear Ms. Krouse:

It is my pleasure to inform you that Community Living Dryden-Slow Lookout has been issued CARF accreditation based on its recent survey. The Three-Year Accreditation applies to the following program(s)/service(s):
Community Housing
Community Integration
Local Family/Shared Living Services
Supported Living

This accreditation will award through April 30, 2026. This achievement is an indication of your organization's dedication and commitment to improving the quality of the lives of the persons served. Services, personnel, and documentation clearly indicate an established pattern of conformance to standards.

The accreditation report is intended to support a continuation of the quality improvement of your organization's program(s)/service(s). It contains comments on your organization's strengths as well as any consultation and recommendations. A Quality Improvement Plan (QIP) demonstrating your organization's efforts to implement the survey recommendation(s) must be submitted within the next 90 days to retain accreditation. The QIP form is posted on Customer Connect (customersconnect.carf.org). CARF's secure, dedicated website for accredited organizations and organizations seeking accreditation. Please log on to Customer Connect and follow the guidelines contained in the QIP form.

Your organization should take pride in achieving the high level of accreditation. CARF will recognize this accomplishment in its listing of organizations with accreditation and encourages your organization to make its accreditation known throughout the community. Communication of the accreditation to your referral and funding sources, the media, and local and federal government officials can promote and distinguish your organization. Enclosed are some materials that will help you publicize this achievement.

Your organization's complimentary accreditation certificate will be sent separately. You may order additional certificates from Customer Connect (<http://customersconnect.carf.org>).
If you have any questions regarding your organization's accreditation or the QIP, you are encouraged to seek support from John Richer by email at jricher@carf.org or telephone at (800) 261-2631, extension T112.

With thanks
for your continued support
and commitment to excellence
in service to the community.
John Richer, Director
of Accreditation
www.carf.org



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We hope your organization to continue fully and productively using the accreditation as part of its ongoing commitment to accreditation. CARF recognizes your organization's commitment and consistent efforts to improve the quality of its service(s) and looks forward to working with you in its ongoing pursuit of excellence.

May 31, 2023

John Richer

Resuming Trips

The MMW program recently took its first trip to the north since November 2019. During the visit, MMW staff had the opportunity to visit all the northern communities the program supports, including Sioux Lookout, Dryden, Red Lake, Atikokan, Fort Frances and Kenora. The team provided clinical support, re-established our partnerships, dined together and discussed collaborative ways to continue to offer excellent services. We observed day programs and saw unique housing solutions that sustainably support a group of often transient and unhoused individuals. We look forward to our next visit to the north in the fall!



MMW attends gathering on Indigeneity, Neurodevelopmental Disabilities and Mental Health in Ontario

Hosted by [Shkaabe Makwa from the Centre for Addiction and Mental Health](#) and Brock University, the gathering provided a culturally safe space for Indigenous and non-Indigenous service providers to build trusting partnerships, have important conversations about Indigeneity, disability, and mental health, share knowledge and build lasting and trusting partnerships.

The gathering was opened with a traditional welcome from Ron Linklater, a member of the Couchiching First Nation and allowed attendees to share experiences and discuss the work being done to support Indigenous communities. The gathering ended with an opportunity for all participants to reflect on key learnings and common understandings.

Lesley Barreira, a Senior Behavioural Therapist with the MMW team, supported an individual in sharing their experience and journey through the legal system.

If you have any questions, please contact Jennifer Altosaar (Manager, MMW Program).














Quality Improvement Report Card








Every year, Community Living Dryden-Sioux Lookout sets goals to try to make ourselves better. We collect a variety of data to try to see how we are doing.

This year we put together a Quality Improvement Report with information and statistics about how we did with our goals. However, this report can sometimes be very detailed and complicated. This report card is an attempt to let people who are important to us know how we did, but in an easier format.

Goal Met?	We did OK	We're working on it
 We met our goal and have a pretty good handle on things.	 We either met the goal, but didn't do as well as last year or we just missed the goal but feel like we're on the right track.	 We didn't meet the goal, and we have some work to do.

Goal	What we wanted to do	Program	Grade
	<ul style="list-style-type: none"> Find out the percentage of people who accomplished at least 1 goal within a year People reported we and accomplish overnight personal outcomes based on their wishes. 	Community Participation	
	<ul style="list-style-type: none"> People have been limited in the number of goals they were able to work towards due to covid As communities continue to open up, more opportunities to fulfil goals are becoming available We continue to train all staff on person centered approaches, as well as think and document goals in order to better measure successes 	Community Accommodation Supported Independent Living	 
	<ul style="list-style-type: none"> To reduce the number of critical incidences in the people we support This includes those that use emergency services such as police, ambulance and mental health services. 	Community Participation	
	<ul style="list-style-type: none"> Staff continue to work with individuals newly receiving services with diverse traumas and mental health issues We continue to work with community partners and put in place protocols to mitigate risks Ongoing education for staff and partners, and adjusting protocols with emergency Medical services help us to do so. 	Community Accommodation Supported Independent Living	 
	<ul style="list-style-type: none"> Manage staff absences Hard to ensure supports are consistent 	Community Participation	
	<ul style="list-style-type: none"> COVID continued to have a significant impact on our teams in 2022 Incidents given that public health directives required isolation periods COVID and non-COVID viruses became dominant 	Community Accommodation Supported Independent Living	 
	<ul style="list-style-type: none"> To get transition age youth (TAY) into services within 90 months of eligibility 	Community Participation	
	<ul style="list-style-type: none"> Due to the lockdown the county had restricted our ability to transition people into services. The county has also been able to approve individual budget accommodations. 	Community Accommodation Supported Independent Living	 
		Life Skills	

Goal	What we wanted to do	Program	Grade
	<ul style="list-style-type: none"> Deliver services that people we are supporting are satisfied with based on the percentage that say they have positive interactions with their staff 	Community Participation	
	<ul style="list-style-type: none"> COVID did not allow us to conduct the satisfaction survey of our family members to allow them to participate We want to re-evaluate our survey in order to obtain more accurate results We also want to create a process in which we will be able to engage more people supported and families 	Community Accommodation Supported Independent Living	 
	<ul style="list-style-type: none"> Ensure staff health and safety, and reduce injuries and lost time Significant improvement from the previous year (2021) Company has also chosen ways to keep people working by allowing flexibility of time 	Business Function	
	<ul style="list-style-type: none"> Final milestones Increase the number of staff to complete the survey (20 per year) The survey will be in every stage of development and we have a number of ideas to make further improvements in the future We continue to educate staff on the importance of participation and feedback 	Business Function	

Program	Grade
Community Participation	B+
Community Accommodation	B
Life Skills	D
Supported Independent Living	B

How Many People Did Every Program Support?

Where Can I Get More Information?

- This report card does not show everything that we have worked on this year. We have a report that has a lot more detail, which is called our Quality Improvement Report
- We also write plans every year. We write plans to work on accessibility, risk management, technology, and other things
- We also have a long-term 'Strategic Plan' for Community Living Dryden-Sioux Lookout. This is all in the Quality Improvement Report as well
- If you want a copy of the Quality Improvement Report, you can find it on our website: cldsl.ca

Who to contact if you have questions?
Barb Klouze
Director of Human Resources, Quality Assurance and Administration
barb.klouze@cldsl.ca