



developmentalservices.com

# Annual Report

2017-18



# DSL<sup>G</sup>

DEVELOPMENTAL SERVICES  
OF LEEDS AND GRENVILLE

Enhancing Abilities, Promoting Independence,  
Advocating for Inclusive Communities

**Since 1983**



# MISSION STATEMENT

Developmental Services of Leeds and Grenville is committed to providing a variety of clinical and support services which will enable persons with developmental disabilities to develop their potential within their communities.



# Annual Report Stats

April 1, 2017 – March 31, 2018

## **Services and Supports (in excess of 537 individuals)**

Advocacy  
Case Management  
Social Work  
Therapy and Counselling

Children's Services and Inclusive Child Care  
Children's Summer Groups  
Community Connections  
Family Home  
Foundations  
Housing Initiatives  
Weekend Respite

Residential Treatment and Supports  
Behavioural Services  
Occupational Therapy  
Psychiatric Clinic  
Psychological Assessments/Consultations

## **Distress Centre Lanark, Leeds & Grenville**

Responded to over 6,992 calls  
Over 118 volunteers

## **Summer Students**

10 Summer Students

## **Student Placements**

- Developmental Services Worker
- Child and Youth Care
- Social Services Worker
- Occupational Therapy
- Early Childhood Education
- St. Mary High School (Co-op)

# Annual Report of the Chair

Annual General Meeting • September 17, 2018



In the 35th year since its founding, Developmental Services of Leeds and Grenville continues to serve the individuals and families who meet our mandate. The services, which have expanded over the years are designed to meet the complex needs of young children now and into their later adult life. The mandate's aim is to meet those needs within the communities where they live. Our staff goes into day cares and schools, into community groups and organizations to work with others to access and support what clients need to function effectively within the setting. They support within a home and work setting- wherever that person's life takes them. DSLG staff makes the mission to support inclusion within the community a reality.

The past year's renovations to our Brockville offices has allowed management teams to work together more effectively. The addition of meeting rooms allows teams from DSLG and other agencies to use the facilities in a truly collaborative manner. We also applaud the opening of an office in the Elgin area to support families and individuals in that area. Our Executive Director has reiterated the need for a local presence in other areas of the county.

The Board extends their thanks to front line staff. We recognize your day to day work is what makes the agency successful and our reputation so well regarded in Leeds and Grenville. We appreciate your professionalism and your continuing quest for improvements in the services offered to clients. Your efforts are the cornerstone of our organization.

Thanks to Tom and all the Managers for their leadership. We are fortunate at DSLG that there is an investment in creating a work environment where managers and staff work together cohesively. As a Board we are aware that this does not come about without everyone being on board and making a positive contribution to the cause. Thanks to your work with other community organizations, which supports our mission to ensure individuals with a developmental disability enjoy increased opportunities and fuller integration in our community. It is true that we, as an organization, are stronger for the collaborative work done between agencies.

Finally, it is a pleasure to work with my fellow Directors in supporting the work of the organization, which supports so many families in Leeds and Grenville.

Respectfully submitted,

**Pam Little**

Chair  
Board of Directors

# Executive Director's Report

Annual General Meeting • September 17, 2018



***"Inclusion is a way of thinking, a way of being, and a way of making decisions about helping everyone belong"***

Our staff continue to work hard at fulfilling the mission of the agency, of an Ontario where people with developmental disabilities can live as independently as possible and be fully included in our communities. Staff put people first - at the forefront, and continue to provide greater choice, greater involvement, and greater opportunities toward citizenship. Staff continue to respect, teach, support, and advocate for inclusion for individuals, rather than the old model of care and dependency.

The Ministry continues with their transformation and provincial initiatives, but over the past year our agency and programs have had our own transformation. Management and staff have worked hard at strengthening, expanding, and revising programs to better serve our individuals in the name of inclusion. We had a reorganization of programs and services to better align our services, and continue down the path of inclusion.

This included aligning all our **Community Participation programs** (Community Connections and Foundations) and our **Adult and Youth Counselors (APSW)** under one team to assist in coordinating a more cohesive and meaningful plan/life for individuals. We also added a separate formal **Passport Program**, with a Manager and Support Workers to coordinate the individualized funding program planning. This program works along with Program Coordinators' core services, to optimize the individual's service plan to develop meaningful opportunities and activities, and community links for inclusive lives for individuals.

The former Clinical and Support Team became the **Specialized Service Team** consisting of the agency professional services - psychology, behavior therapists, social workers, psychometrist, and occupational therapists. This service will hopefully be expanding in the future with the goal of providing clinical services to Lanark. We also continued to provide our psychiatric clinics through our partnership with DDCP (Developmental Disabilities Consulting Program), and this is available to all DS agencies in Leeds and Grenville.

Our Innovative Residential (and Family Home) became the **Housing Initiatives** program to continue to provide teaching and training to individuals who are able to secure their own apartments, or other options. The service is similar to

an enhanced SIL program to support interdependence where the individual may need large amounts of individual supports, requiring substantial budgets to support them. The DD-TRHP program through MYRP (multi-year residential planning) funding has allowed some of these individuals to access this program as they transition to the community. We will also continue to look at other options and funding opportunities to develop a Housing Program master plan. This program will continue to oversee our Family Home and Wright Cr. placements. One of the priorities is to expand the Family Home program.

The Short Term Treatment Home and CIN component, which has already been in partnership with the ROH DD-TRHP program became the **Residential Treatment and Support program**. We eliminated the crisis intervention component due to data showing under-utilization over the past years. However, we continue to provide after hour support through phone response and mobile responses (if feasible, when the situation is not deemed an emergency or high risk situation), to assist families and individuals with active listening and problem solving. This change allows the program staffing to be consistent in job roles and also concentrate on treatment and teaching to both community clients and DD-TRHP clients requiring the support of this type of environment.

The Ministry continues with their transformation process, and I believe these program alignments puts the agency in the right place at the right time to continue to provide excellent service and build further partnerships with community agencies, and also promote inclusion and choice for individuals.

We have also had a major renovation to the Main office location, as of January 2018. This allowed us to also realign teams and managers, and provide additional space for expansion in the future. We are close to completion of this venture, and it will provide more meeting space, offices, staff lunch room and a new reception area. We have also promoted service at our satellite offices by assigning staff service days in each geographic area. This will assist in building a community base of clients, and better coordination and partnerships with other community partners in each location.

I would like to commend the staff, management and Board for their dedication and hard work in ensuring DSLG continues to provide quality service to the individuals we serve, and promote the goal of inclusion for everyone.

Respectfully submitted,

**Tom Turner**  
Executive Director

# Quality Assurance Measures Compliance Review



Developmental Services of Leeds and Grenville successfully completed its fourth Quality Assurance Measures Compliance Review in May 2018. This systemic review process is committed to a consistent and proactive approach to identify, monitor and manage compliance with legislation, regulation and policy directives of all MCSS-funded services and supports for adults with developmental disabilities. The primary purpose of the inspection is to provide consistent expectations and to ensure high quality standards of care and safety for all adults with developmental disabilities.

The review covered the time period from October 5, 2017 to May 28, 2018. The compliance inspection included a review of the Agency's: Policies and Procedures, Board Records, Staff-Volunteer Records, Individual Records, Records and Documentation, as well as, New Host Family Program Specific Standards. Service Specific Site Inspections and discussions with staff were included in this years review. Specific programs targeted under the compliance review for 2017/2018 included Dual Diagnosis Transitional Rehabilitation Housing Program, Short Term Treatment Home Program and Supported Independent Living. A total of 351 distinct compliance indicators were used as part of the review process this year. The results from the Compliance Review identified 100% compliance at the point of review with no outstanding items for follow-up.

Moving forward, we continue to be committed to ensure we meet Quality Assurance Measures for all funded programs and we strive to ensure compliance with all requisite areas under review. DSLG has developed a comprehensive work plan to ensure we reach our continuous quality improvement goals over the next year.

Respectfully Submitted,

**Lisa Crawford**

Manager  
Quality Assurance and Distress Centre

# Service Sites Expand to Rideau Lakes

DSLGC has partnered with the Country Roads Community Health Centre in Portland, through an agreement to rent space at Guthrie House in Elgin. We will also be able to access meeting space at the Portland location, however our priority for now is to better serve our clients living in this rural area, and expanding services to new families and individuals. We have previously been transporting some individuals to Brockville for Community Participation Supports which makes for “lost time and lengthy rides” for some.

Guthrie House is a multi-agency collaborative location, representing a rural “service hub”, which allows for interagency relationships and shared services to develop. The office space will be available to a number of our programs such as Community Participation Supports, Social Work, Children’s and Family Services and others to provide direct support, counseling and meetings if required.

After numerous conversations and a small workshop training to the Country Roads staff on developmental disabilities, we formalized an agreement. Due to the shared interest and needs in working together with rural, vulnerable individuals, we believe it is a positive step in collaborating between different Ministries. Interestingly, CRCHC had recently completed a Strategic Planning exercise which identified a goal of “reaching out to better serve vulnerable, rural populations”. It is a perfect fit in regard to serving individuals, as we know through research that a high percentage of individuals with a developmental disability may also have a mental health issue.

I want to thank Caroline Guilboard for her work on this initiative, which involved coordinating, communicating and meeting with staff of both organizations to complete, and operationalize the logistics for staff.

The Health Centre provides Primary Health Care and other services, and uses a System Navigator approach, which assists in linking families and individuals to services they may require that are not necessarily health focused. By having a “service hub approach” all agencies benefit in working together, and therefore, so do individuals and families, through a process I would describe as “a community support plan”.

DSLGC looks forward to working with this Health partner and others, to better serve individuals living in the Rideau Lakes area. We will continue to build partnerships when the opportunity arises.

Respectfully Submitted,

**T. Turner**  
Executive Director





# Coordinated Service Planning



The newest service program within Children's Services is Coordinated Service Planning. Developmental Services has worked in partnership with KidsInclusive and the broader children's services community to implement the last phase of the Special Needs Strategy.

The vision of the Special Needs Strategy is "An Ontario where children and youth with special needs get the timely and effective services they need to participate fully at home, at school, in the community, and as they prepare to achieve their goals for adulthood."

The objective of Coordinated Service Planning is "To provide children and youth with multiple and/or complex needs and their families with a seamless and family-centred service experience." This strengthens services provided to children and youth across Ontario, as well as services we provide at DSLG.

**One of the key strengths of the Special Needs Strategy is that it mobilizes knowledge in an interdisciplinary way.** It demonstrates how information is "moved" from the medical discipline to a social service discipline, which ultimately benefits families and children/youth themselves. With this strategy, I observe the medical discipline having to shift to be more collaborative. Not only do families have to keep telling their stories to different professionals, the interdisciplinary approach becomes part of their treatment as a deliberate approach. **Twenty years ago, who would have imagined that information from medical professionals and family members would hold the same weight?**

In addition, a community of practice was created to strengthen service coordination planning. The community of practice is an emerging way of mobilizing knowledge. It speaks to the way we shape information. People come together with a specific thing in mind and work together to make positive changes instead of simply listening to information. They are becoming participants.

**As people become recognized as experts in their own lives and as disciplines realize that collaboration is unavoidable,** knowledge will continue to be shaped by the people and community partners involved. This interdisciplinary approach has shown time and time again that collaboration is the key. Collaboration runs on partnerships, and when partnerships involve family members, chances are, families won't have to tell their stories over and over again, and they will rely on information and treatment from across disciplines. This is the strength of interdisciplinary approaches.

Respectfully submitted,

**Christine Almeida**

Manager,  
Children's Services

# Adult & Community Services



The 2018 year at Developmental Services of Leeds and Grenville was an instrumental year that has seen significant transitions, designed to better align supports and services to better meet the needs of individuals, in keeping with Ministry initiatives.

This transition involved aligning Community Connections, Foundations, Adult and Youth Counselors, and Short Term Community Support Workers under the sole umbrella of Adult Community Services and Supports. Staff are committed to work with individuals in establishing and creating opportunities, goals and supports that best meet their wants, needs, interests, and abilities that respect the individual and support rights and choices. We encourage inclusive opportunities that value members in their respective communities.

**Passport Program:** With the Ministry's increase in passport funding for new and existing agreements, this spring we were happy to announce the new initiative of the Passports Program which operates under the management of Ms. Kim Gomes. Kim has been working with individuals, families, Community Partners and Agencies to answer questions, determine funding, select interests, and complete applications for funding. The program, while in its infancy, has been working with individuals and has derived tools to assist them in making informed decisions on how they may wish to use their passport funding. The goal is to get the message out to the broader public that there is assistance

for individuals in managing their passport funding and in finding interests in the community to meet their needs and wants.



**Adult and Youth Counselors:** Staff have continued to provide valued and needed coordination of services and support to individuals across Leeds and Grenville. In an effort to ensure all needs are met, staff continue to collaborate across all other



departments. In addition, much work continues to be done to assist individuals in accessing an abundance of outside resources that best meet their needs. With the Ministry's efforts to reduce wait lists, we have seen a significant increase in referrals for this service (this year we have received 20 new referrals). Staff continue to ensure best supports in delivery of services and provide life altering support for many.

**Community Connections:** Individuals continue to experience daily opportunities in areas including recreation/leisure, music, healthy living, woodworking, swimming, and iPad. In addition, partnerships and educating the public continues this year, and Community Connections has worked to do just that - connect communities. In this effort the agency has partnered with Guthrie house in Elgin to set up an office to reach out to individuals in the rural communities who otherwise might not have opportunity to engage in activities. We look forward to meeting with individuals and families, growing this partnership and working with the wonderful team at Guthrie house!!

We had great success with our Gala week and evening at St Lawrence College in December, where artists had the opportunity to display their work in a professional setting, meet the public, speak about their work, and hand out bio cards. In addition, opportunities to work with the YMCA in their Community Lunch allowed individuals to participate in a lunch offering to the public in May of this year.

**Volunteerisms** through partnerships continue with old and new opportunities. Our volunteers complete a variety of meaningful jobs from, selling crafts, shredding, stocking shelves, janitorial work, folding bags to preparing church bulletins. Evening activities continue to be offered which grows and changes each year as we work with individuals to determine interests. Many of the favorites from Cooking around the World, Supper Club, Dinner and a Movie Night, Canning and Crocheting continue to be offered.

**Foundations:** Individuals participating in Foundations experience opportunities



to learn and grow valuable skills in the areas of Socialization, Money Management & Shopping, Community Safety, Meal Planning & Preparation, Job Performance & Attitudes, and Home Safety. Staff work with individuals and families to best determine needs and goals to assist them in transitioning to every day life. Staff in Foundations this year assisted individuals in creating crafts cards and gift baskets, which allowed individuals to work and sell at the local market. A great deal of focus was concentrated on areas of wellness which allowed individuals to come out in the morning to meet socialize and participate in exercises.

A prize project this year was a collaborate effort to make a kitchen island. This effort taught many basic skills in areas of painting, measuring, nailing and team work. The finished product was excellent and now remains in the Prescott site allowing individuals greater space for the meal prep activity.

Short Term Community Support Workers continue to support individuals in activities of interest or need and provide collaborative work across all departments in an effort to best support individuals. Support workers have been working with individuals to increase opportunities, relationships and community experiences in an effort to nurture independence and inclusion.

Respectfully submitted,

**Caroline Guilboard**

Manager

Adult & Community Services

# Moving Forward at the Short-Term Treatment Home



Change is everywhere. We can see it in ourselves, in the seasons, in our friends and family as well as in our professional lives. In June of 2018 I was informed that I would be given the opportunity to change my role at DSLG. After holding a variety of positions with the agency, my next chapter at DSLG would begin as the Manager of Residential Treatment and Supports.

Time has passed by swiftly since taking on this new role and it has become apparent that I will be moving forward within good company.

The staff at the Short-Term Treatment Home (STTH) have welcomed me graciously and their dedication in supporting both the DD-TRHP and community residents has been admirable. The Short-Term Treatment Home has not been immune to change and in recent months a restructuring of the staffing model has led to a shift in duties and roles. With this, new prospects and professional development opportunities within the STTH have surfaced and staff continue to meet these challenges.

The partnership with the Royal Ottawa Hospital's Forensic Treatment Unit continues to flourish. This collaborative relationship will undoubtedly present both challenges and rewards for those supported through the program, staff and the involved organizations. Efforts to meet the demands of this program will be constant but the sample size I have been provided has displayed that all parties are committed to the growth and development of this union.

Additionally, working closely with members of DSLG's Specialized Services Team and Case Co-ordinators has been very fruitful. Their efforts and expertise have aided tremendously through this transitional period.

*The following quote resonated with me as I reflected on the past few months,*

***"Life is like riding a bicycle. To keep your balance you must keep moving."***

*- Albert Einstein*

Here's to maintaining our balance and letting our momentum push us forward!

Respectfully Submitted,

**Chris LeClair**

Manager

Residential Treatment and supports

# 2018 Student Awards

Since 2007, DSLG has offered student awards to first year post-secondary students pursuing a career in a field related to developmental/intellectual disabilities. Many of our award recipients have stayed connected with DSLG during their education (student placements, summer student positions) and after graduation, for employment opportunities.

This year's selection committee consisted of Board members, Mr. Stewart Glashan and Mr. Harry Kingscott; Ms. Lauren Fleury, Manager, Specialized Services; and Mr. Tom Turner, Executive Director. Successful candidates received an award at an Awards Presentation held on August 2nd, 2018:

**Amanda Duplisea**, registered in the ECE Program at St. Lawrence College (\$750).

*"I have chosen and been accepted to continue my studies in Early Childhood Education. I then plan to attend university to obtain a degree in Child Studies. My career goal is to work with children with developmental disabilities and assist them in reaching their full potential".*

**Morgan Gates**, registered in the Honours Bachelor of Behavioural Psychology Program at St. Lawrence College in Kingston (\$1000).

*"After completing the Honours Bachelor of Behavioural Psychology degree, my goal is to complete a Masters of Social Work. By furthering my education with a Masters degree, I will be able to work in a variety of fields and help many individuals".*

## R.G. McMullen Award

**Emily Bohusz**, registered in the Masters of Social Work Program at Virginia Commonwealth University (\$1000).

*"The road to getting my Masters in Social Work has been a long one. It began with me as a DSW student in 2009, which led to the SSW program (and a placement at DSLG), which opened the door to BSW, which inspired me to try for a Masters. During my Bachelors program I learned how to finesse my ability to advocate, which grew from the passion the DSW program had lit inside of me".*



*From Left: Morgan Gates,  
Tom Turner (Executive Director),  
and Amanda Duplisea.  
Absent from photo: Emily Bohusz*

# Distress Centre Lanark, Leeds and Grenville Annual Report 2017/18

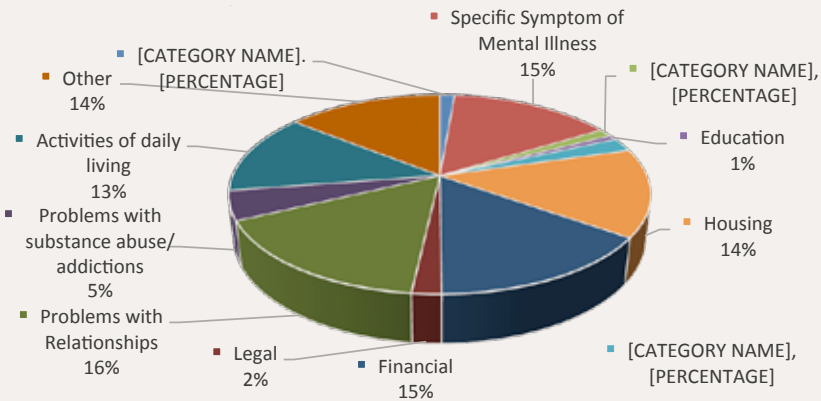
The Distress Centre of Lanark, Leeds and Grenville for more than 24 years, has worked on behalf of, and with the Ministry of Health and Long Term Care, the Local Health Integration, and Lanark, Leeds and Grenville Addictions and Mental Health network to build capacity of the community to offer distress and crisis line service and provide suicide prevention support. Over 118 trained volunteers from the community have responded to over 6992



calls from April 1, 2017 to March 31, 2018 and has supported 47 warm – line referral service recipients. In addition, the program trained 48 Participants in the ASIST Suicide Intervention Workshop and trained over 30 new volunteers for the program during this time. The chart below provides a detailed breakdown of types of presenting issues that Distress Centre Volunteers have assisted callers with over the past year.

For the past 8 years, the Distress Centre has been a supportive member of the LEAD Team Protocol and has sent over 64 volunteers to participate in its community training and response initiative. The Distress Line is a proud supporter of this worthwhile endeavour.

As part of our Community Awareness Campaign, in the last year the Volunteer-Coordinators have been actively involved with promoting the service and the program by doing monthly community publicities and participating in presentations. These activities included the following groups in our community: St. Edwards Catholic School, Victim Services Lanark County, Brockville Police Chef, and Community Connections North Grenville, Clinical Support Services through Developmental Services, and participated in the Volunteer Fair at the 1000 Islands Mall organized by the Volunteer Centre where the Distress Centre is a member. In addition, the staff completed information sessions with St. Lawrence College students who were enrolled in social service type programs.





# Financial Highlights for 2017/18



Developmental Services of Leeds and Grenville offers a diverse range of clinical and support services funded through multiple sources. The Ministry of Community and Social Services (MCSS) is our primary funder. Additionally, we receive funding from Lanark Leeds and Grenville Addictions and Mental Health (LLGAMH), United Counties of Leeds and Grenville (UCLG) and Individualized Funding through Passport, Special Services at Home (SSAH) and Assistance for Children With Severe Disabilities (ACSD).

Total consolidated revenue and gross expenditures increased by 9.3%. This growth was primarily due to an increase in individualized client funding and MCSS funding for Multi Year Residential Placements. Through good planning the organization maintained the stability of high-quality client services and well maintained facilities and equipment.

The organization has made a significant investment in developing a web-based Integrated Information Management System. In the 2017/2018 fiscal year we have shared with our local Community Partners the IMS system so that they are also able to meet accountability requirements and improve decision making that enhances day-to-day activities. Further development of the Integrated Management System will continue over the next few years.

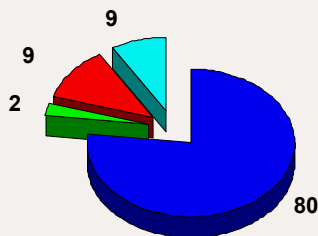
In 2017/2018 we completed a major expansion project at our main office location to address the significant growth the organization has experienced over the last few years. The renovation included significant enhancements to improve accessibility and has added 4,400 square feet of additional office and program space. As part of the renovation at the main office, we took advantage of an Ontario Hydro Rebate program to replace florescent office lights with LED lights to increase our energy efficiency and decrease our operating costs. The finished space has been well received by both staff and the public and will benefit the organization in delivering quality services, as well as, future growth.

Respectfully Submitted,

**Dale Crawford**

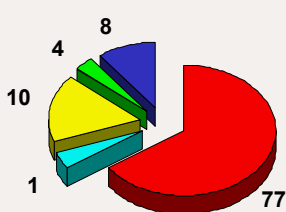
Director, Finance & Systems

**Where the money came from**



- Ministry of Community & Social
- Ministry of
- United Counties of Leeds &
- Othe

**How the money was spent**



- Wages and
- Travel and
- Purchased
- Premises
- Supplies &



“The Board extends their thanks to front line staff. We recognize your day to day work is what makes the agency successful and our reputation so well regarded in Leeds and Grenville.”



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