

# Annual Report

## 2019-20



# DSL

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/  
intellectual disabilities to develop their  
potential within their communities.



**DSL**  
**LG**

DEVELOPMENTAL SERVICES  
OF LEEDS AND GRENVILLE



# Annual Report Stats

April 1, 2019 – March 31, 2020

## **Services and Supports (in excess of 527 individuals)**

### **Adult and Community Services**

- Advocacy
- Case Management
- Community Participation Support
- Foundations

### **Children's Services**

- Advocacy
- Case Management
- Children's Service Planning Co-ordination
- Inclusive Child Care
- Children's Summer Groups

### **Passport Program**

- Community Participation Support

### **Housing and Program Initiatives**

- Family Home
- Enhanced SIL (teaching/training)

### **Residential Services and Supports**

- Short-Term Treatment Home
- Dual Diagnosis Transitional Rehabilitation Housing Program (DD TRHP)

### **Specialized Services**

- Behavioural Services
- Occupational Therapy
- Psychiatric Clinic
- Psychological Assessments/Consultations
- Social Work

### **Summer Students**

- 3 Summer Students

### **Student Placements**

- Early Childhood Education
- St. Mary High School (Co-op)
- BCI (Co-op)
- Child Youth Care
- Mental Wellness and Addictions

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

- Responded to over 7,091 calls
- Over 109 volunteers



# Annual Report of the Chair

## Annual General Meeting • September 21, 2020

Who would have thought that 2020 would have meted out such a challenging time to all of us in our community affecting so many aspects of our lives? The response of the team at Developmental Services of Leeds and Grenville has been heartening; it was well developed and each and every employee worked together to protect vulnerable clients and yet provide support to parents, caregivers and each individual that DSLG serves. Our thanks to everyone for the collective effort it has taken to ensure, touch wood, that as of now, none of our clients and their families have been touched by the pandemic. Since it appears that we have many months to go before we can let down our guard, our hope is that with a continued, coordinated effort, the pandemic is kept at bay.

Developmental Services has been involved in other initiatives over the last year. The purchase and subsequent modifications of the home on Colonel Douglas Crescent has been a major focus. As a result, when completed, this home will be a Community Treatment Program for four individuals from the community (2 community beds, 1 emergency bed, and 1 respite bed). The Board is pleased to support our organization in providing a badly needed resource in our community. Congratulations to DSLG for attaining their fifth year of accreditation, for the organization. This speaks to the excellence in all areas of service; a guarantee that exceptional services are available to individuals and families in our community.

The Board extends their thanks to front line staff. Your day-to-day work has looked different in the latter part of the year, but the trust and relationships that you have worked to develop, will make you a welcome partner for families and individuals as they deal with situations that have greatly altered their lives. We wish you all the best as your hard work continues into the fall and winter. We can appreciate the extra stress and anxiety this places on everyone.

Thank you also to the Management Team under the leadership of Tom Turner. We can appreciate the difficulty of "managing from a distance" when the goal of a cohesive team spirit is so important to everyone's well being and necessary in maintaining the focus of the organization, and when staff are also contending with additional concerns on the home front within their own families. It adds another component to your role and requires a new way of doing business for each of you.



Thanks to my fellow Directors in providing oversight of the affairs of DSLG during the past year. It is always a pleasure to follow the depth, breadth and perspective of each of you in our discussions. In March, we reverted to "remote" meetings and despite some glitches, we all managed.



Respectfully submitted,

**Pam Little**  
Board Chair

## Executive Director's Report

### Annual General Meeting • September 21, 2020

***"There is no greater disability in society, than the inability to see a person as more."*** Robert Hensel

The promotion of social inclusion, and having the individuals we work with contribute in meaningful ways in our community, highlights the insight of the above quote. Our staff continue to work hard at providing learning opportunities, and relationship development to individuals, which builds social capital. Social capital builds interdependence, which portrays ability, and citizenship.

This past year has been a successful year and a growth year for services. Although we were able to expand some programs and hire some staffing, it was still a bit unpredictable in regard to the Government's direction and philosophy. There were ongoing cuts in various sectors and our sector was one on the radar for some radical changes, after the Government had commissioned several reviews, including a major financial audit. The finding of these reports identified that next to Social Assistance, Developmental Services was one of the biggest expenditures in MCCSS. There was talk of reducing the number of agencies, and cuts across the board. There were four themes emerged from these reviews, that became part of the April 2019 Government budget. These were: 1. Restore fiscal balance, 2. Putting people first, 3. Protecting what matters, 4. Open for business, open for jobs.

The DS sector across the province was in a panic!



Throughout this period, the Government continued with their new focus, and there were major policy changes in our sector that affected regulations, legislation, transformation, business plans, accountability, and vacancy management. There were several issues and challenges facing the developmental sector throughout this period. Our Regional Program Supervisor was supportive and available throughout this period for consultation and communication. The Provincial Network (DS agencies) lobbied and messaged the Government with three priorities: 1. Preserve funding for frontline staff, 2. Maintain the Passport Guarantee, 3. Let us help you cut red tape in Developmental Services.

With the strength of the staff, Management, and Board our agency continued to plan and budget carefully through these unpredictable times. DSLG has always managed to plan ahead and at times take some risks. We did not get notice of our budget until near year end, and our sector had not had any annual budget increases for several years. Agencies that had not kept up with change or relied on older models of service were struggling, both financially and service wise.

DSLG had made changes to existing programs, and developed some new programs, to stay ahead of the challenges. Our Housing Program was re-developed from the older apartment training program. It became a two-pronged community approach to provide teaching, support, and citizenship for individuals. We partnered with the Royal Ottawa Hospital and the Forensic Unit to develop the now Enhanced SIL (Supported Independent Living), for transitioning individuals, which provides intense supports to individuals in their own apartments through joint Multi-Year Residential Planning funding (MYRP). The Housing program also has a community SIL housing support portion. This provided support to individuals in their apartments primarily with Passport funding, to develop skills and access the community.

The Ministry continued to fund individualized funding programs, like Passport, and we have grown immensely in this area. We needed to separate the program, for both accountability and financial controls, and acquired a rental location in central Brockville to assist in providing the service in the community. We hired four full time staff and several casual staff to provide support to individuals, as well as, work with the programs that they may be involved with.

The agency also managed to secure some MYRP funding for the Forensic Program, and a funding surplus amount from the Ministry, to build capacity of treatment and emergency beds in Leeds and Grenville. Through negotiations with the Ministry and the DSLG Board, the agency redeveloped the residential programs and purchased a community residence to provide 2 treatment beds, 1 emergency bed, and 1 respite bed. The Short-Term Treatment Home (STTH) would become the DD-TRHP/ Forensic Home, and provide 2 forensic beds, 1 emergency bed (forensic) and 1 longer term placement for an individual.



We are still in the process of occupancy permits, building permits and renovations for the new home which has unfortunately delayed opening, however, we continue with the STTH/DD-TRHP Program at this time.

In February/March of 2020 we were hit with the COVID-19 pandemic, and like everyone, the programs were essentially shut down, with the exception of the residential programs and services to individuals deemed "essential" under the Government's Emergency Order. We initiated an emergency/temporary model to provide some phone support and in some cases, virtual support. This was not ideal, but it did offer some contact and check-ins.

This gave us time to re-think programs and review our agency mission and values, regarding how best to do business and how to improve programming. The pandemic was and continues to be, a difficult period, as Ministry directives, safety protocols, and Health recommendations required reviewing, and change regularly. The staff have been excellent in following the Health and Ministry procedures, the changes, and the safety protocols. From the emergency/temporary model to our three (3) phase process of return to work, the staff have managed to offer service and keep everyone safe and worked together as a team. They did extremely well with infection control, both in our main building and with the individuals in the community designated as "essential".

The hiring of some additional staff in various programs over the past year - Specialized Services, APSW, Children's and Service Planning Coordination, and the Residential program has assisted in providing service in areas that required additional resources.

Again, the agency continues to try and stay ahead, and plan for identified client and community gaps. Agencies that continue to deliver the same models of service and resist change, become chaotic and end up in crisis. We continually look at self-improvement and rely on the staff to be creative and innovative in ideas for new services or ways of doing business differently.

It has been the hard work of the staff, management, and Board that DSLG remains a respected agency, that not only promotes inclusion, relationships, and social capital, but makes it happen. We continue to provide quality service and maintain positive partnerships with our community partners, and look forward to the challenges that may be ahead!



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 September 3rd to 5th 2019. 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 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, Program Specific Standards. Service Specific Site Inspections and discussions with staff were included in this year's review. Specific programs targeted under the Compliance Review included Dual Diagnosis Transitional Residential Home 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. The agency was provided several recommendations that each program will be working on over the next year. It was indicated that the next review would most likely include Family Home and Adult Protective Services Detail Codes. In spring of 2020, the Ministry notified Agencies that it was temporally suspending some QAM reviews until further notice as a result of COVID-19 Provincial restrictions.

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. The agency has developed a comprehensive work plan to ensure we reach our Continuous Quality Improvement Goals over then next year.



Respectfully Submitted,

**Lisa Crawford**

Manager, Quality Assurance



# DSLГ Faces the Challenges of a Pandemic

Since the onset of the COVID-19 global pandemic DSLG has been working hard at ensuring the Health and safety of staff and individuals which continues to be a top priority. Early on we quickly implemented an Infection Prevention and Control Committee to meet regularly, monitor the situation, to review information, develop and implement an agency plan, and further steps if required.

We have taken daily direction from the Leeds, Grenville and Lanark Health Unit, the Ministry of Children, Community and Social Services (MCCSS), and the Province (MOHLTC) throughout the pandemic and have implemented protocols and processes to ensure the health and safety of all. Our sector was designated as an essential service and we have continued to stay connected with our sector partners sharing, implementing and building upon sector wide best practices.

In early March when the COVID-19 Pandemic began, we evaluated the situation on a daily basis and began to distribute pertinent information to staff updating them on the status of the pandemic and indicating what precautions and practices were necessary. Additionally, we implemented a COVID screening form in early March for staff to screen individuals prior to providing services. The pandemic progressed quickly and on March 16th we made the decision to send all staff home and implement a temporary working with preventative measures model for staff, and locked the doors to the public at all DSLG locations. The IT department worked quickly to set up as many staff as possible, with devices to be able to work remotely from home.

Our Residential programs have continued to provide 24 hour supports to individuals residing with us, as congregate settings were a priority. These programs initiated several practices and directives to ensure everyone remained, and continues to remain safe. They did a great job at providing service and preventing an outbreak in the settings.

The program staff continued with the temporary work model until June 8, when the agency implemented Phase 1 of our return to work plan, following the development of a Pandemic Safety Plan. Phase 1 was a gradual phased in return of some staff to the 61 King St main office building. Staff returned back to the agency with several changes in place to ensure the safety of all. These changes consisted of increased cleaning protocols, separate workspaces with social distancing, employee screening and temperature checks upon entry, one direction stairwells, numerous disinfection stations were available, and health and safety reminder signs posted throughout the building.



Phase 2 followed shortly after Phase one following a thorough evaluation of our plan, having the remaining staff stationed out of 61 King Street return to the workplace on June 15. Finally, Phase 3 was implemented on July 20th which saw the return of all remaining staff to their various designated DSLG work locations. All locations continue to remain closed to the general public, with the exception of essential visitors for repairs etc. and pre-scheduled assessment appointments.

At our 61 King St. office we initiated and have continued piloting assessments done by our Specialized Services team by appointment only. There are strict safety practices and procedures in place. These appointments have been monitored and evaluated for both process and safety of both staff and individuals and have been very successfully. During this period, additional protocols were put into place, including mandatory masks on the main level and additional cleaning protocols. During this period some program have slowly increased in-person supports for individuals in the community while ensuring safe practices are followed and applicable PPE is worn.

On August 24th we successfully opened Community Participation Supports which saw the return of individuals to our Community Connections program and community-based Foundations support. A detailed plan was put in place following MCCSS requirements and vetted through our local Health Unit to ensure the safe return of individuals to the program. We have kept cohorts very small, implemented mandatory mask wearing, increased cleaning protocols and have maintained social distancing between individuals. We continue to go slow and cautiously to keep everyone safe, and parents were given information sheets regarding our programs and safety elements.

The agency continues to source and purchase appropriate PPE and cleaning supplies for current use and should we require them in the future. Pandemic kits were prepared and distributed to all programs, to ensure quick access to required PPE if an individual or staff show symptoms in the workplace. Disinfecting kits with additional PPE were created for staff using DSLG owned vehicles to disinfect before and after use as per the agency protocols.

We thank all staff for being flexible and quickly adapting to the changes implemented over the course of the pandemic. Staff have done exceptionally well at delving into their creativity in coming up with meaningful activities for individuals while ensuring they remain safe. We will continue to move slowly while remaining cautious and being diligent with health and safety recommendations. We have been successful to date with keeping COVID-19 out of DSLG workplaces and we are confident with everyone working together and following the government-imposed restrictions we will continue to be successful. As we continue to maneuver through the COVID-19 pandemic we will continue to adapt our protocols to do our part in keeping everyone healthy and safe.



Respectfully submitted,

**Krista Beaupre**  
HR Manager



# Short Term Treatment Home – Spotlight on Resilience

Many of us are asked to self-audit resilience within our positions at DSLG through annual reviews. It has been my experience that most have trouble with this as people often downplay their contributions or fail to fully recognize their accomplishments within their rewarding but often challenging roles. Within this context, resilience is sometimes perceived as confined to “what takes place at work” without the consideration of outside factors that manifest into obstacles that have an impact on all facets of life. Well...cue 2020!! More specifically, March 16, 2020 until present. In addition to everyone's personal or professional hurdles that inform our need to be resilient, the universe compounded things by imposing a pandemic upon us that none of us had ever experienced.

I will not spend any time focusing on the specifics of the virus we have become all too familiar with and instead I hope to highlight the spirit of resilience, support and teamwork I have been fortunate to witness during this unprecedented time. Admittedly, when the lockdown began there was no playbook in which to draw from. However, there were certainties that needed to be addressed and carefully planned for. The most important being the maintenance of a safe environment for the people living at the Short- Term Treatment Home and those providing care and support. Despite the truths of needing to provide services and supports, how this would be done changed quickly and often. Agency, Ministry and Public Health requirements and recommendations transformed how services were provided and limited many of the community based leisure, employment and learning based experiences residents enjoyed and identified with. Through this transformative period, resilience was certainly required by staff and residents alike. There were bumps along the way (there always are) but over time as new routines and procedures become the norm there was unexpected growth and skill development found in an environment that at first glance may have been easy to write off as limiting and suffocating. Staff got creative, worked cohesively and those they support have benefitted from these efforts.

There are not many certainties ahead given the unknowns of what we are facing, but that does not mean there are not reasons to remain hopeful. Optimism can be hard to find and courage difficult to muster, but it's at these times that I am confident resilience will once again prevail and shine a light when it's needed most.



Respectfully Submitted,

**Chris LeClair**

Manager, Short-Term Treatment Home



# Community Participation Supports – Annual Art Gala



In December, the Community Connections Program (Creative Arts) participated in a week-long Art Gala through the Holiday Art Exhibition and Sale at the Marian van Silfhout Gallery at St Lawrence College.

The Gala provides a professional setting for individuals to meet the public, speak about their work, and hand out bio cards. Through this venture the community has been learning about the artists and the Art and Pottery programs we offer at Developmental Services. In addition, individual artists had the opportunity to meet with local news representatives for a photo and article in the local paper.

The event was a huge success, and we continue to build partnerships and participate in local events in an effort to have individuals build their community presence and citizenship. Through the amazing work they create, individuals are now being seen as artists and as citizens who give back to the community through showcasing their many talents.



Respectfully submitted,

**Amanda Bernier**

Community Participation Support Facilitator,  
Community Connections



# Continued Growth – Passport Program

The Passport Program presently administers funding for 176 individuals and with this the demands to offer quality services and supports has also increased enabling us to hire 4 fulltime staff (2 fulltime CPS Facilitators, and 2 full time CPS Assistants) as well as numerous Community Support Workers.

The Passport team's goals are aligned around the vision of our agency which is to enhance abilities, promote independence and advocate for inclusive communities where all its members are treated equally. We have been very innovative in our thinking over the past year which has enabled the Passport team to provide opportunities to individuals to participate in recreational community-based activities/events as well as skill building programs such as:

- Cooking on a Budget and Canning/Preserving groups (skill-based programs);
- Ladies Leisure, Dinner/Movie, Evening Entertainment Club (community-based group activities);
- Attending special activities/events such as: Alight at Night, Pumpkinferno, Holiday Train in Merrickville, Comicon, WWE, shows at the Brockville Arts Centre, Ladies Paint Night, Special classes at Boldt Dance Studio, and NHL games (to name a few).

Our successes have largely been due to the enthusiasm our team generates through their interactions with individuals; their continued focus on assisting individuals to learn the skills needed to become more independent; offering opportunities (based upon the individual's interest/needs) to enable them to become more inclusive in their communities; and making the lives of our individuals more meaningful.

Some of our success stories include:

- Assisting an individual to acquire employment at a local grocery store where the staff treated them as a member of the team, which in turn helped build their self-esteem and made them feel valued;
- Arranging two community volunteer opportunities for another individual (i.e. Automotion and Salvation Army Kettle Campaign). The positive interactions the individual had with some of the members of the public led to the individual requesting to participate in these activities next year;



- Offering special groups whereby the participants have common interests which enabled a friendship to be formed with two of the participants.

This past year we tried to offer activities that enhance social skills building. These activities helped build excitement in our individuals, allowed them to see what their communities offered, and created an environment to develop friendships. Moving forward we are going to continue to build on this foundation that we created and encourage community participation to build social capital and independence as well as foster community partnerships that will help build an inclusive community for all.



Respectfully submitted,

**Kim Gomes**

Passport Program Manager



# 2020 Student Awards



*From L-R: Tom Turner (Executive Director), Danielle DeJong, Breanna Kelly (missing from photo – Hayley Whalen). Photo by Andy Wheeler (Snapd 1000 Islands)*

Since 2007, DSLG has offered student awards to first year post-secondary students pursuing a career in a field related to developmental/intellectual disabilities. A one-time financial award is available to a student at the university level, college level, and a graduate student. Many award recipients stay connected with DSLG in some capacity, such as student placements or summer student positions, and quite often are successful in obtaining employment.

Each year a large number of applications are received, and despite the community medical health crisis (COVID-19) and the closure of schools, 2019 was no exception.

The 2020 selection committee consisted of two Board members, Ms. Kelly Wu and Mr. Alf Platts; Ms. Sarah Kaufman, Manager, Children's Services; and Mr. Tom Turner, Executive Director. A small presentation was held on Thursday, July 30th, with required pandemic protocols and practices in place.



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The following individuals received an award:

**Breanna Kelly**

(\$750) registered in the Social Service Worker Program at Fanshawe College.

*"My career goals, are to become a social worker. My goals are to inspire people to better their lives, and encourage people to move towards their goals. I am determined to help change people's lives for the better."*

**Danielle DeJong**

(\$1000) registered in the Social Work Program at Redeemer University.

*"I am currently interested in pursuing a career as a social worker, special needs support worker, foster care worker, or therapist. I have always inspired to be someone who evokes change and embraces differences. I am excited to be going into a field, that although sometimes is very challenging, allows for change to be made!"*

**R.G. McMullen Award:**

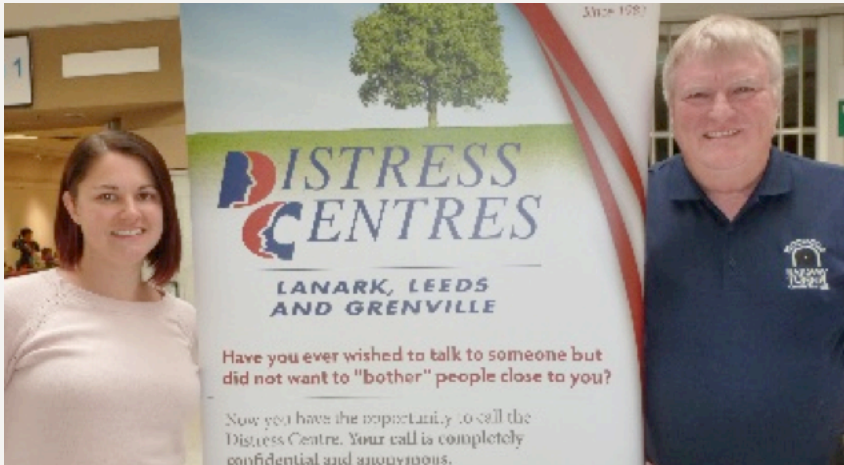
**Hayley Whalen**

(\$1000) registered in the Master of Applied Disabilities Program at Brock University.

*"I entered university with the hopes and plans of becoming a teacher, but throughout my years of study I began to develop a real interest in my Atypical and Abnormal Psychology courses. My career goals include becoming a Board Certified Behaviour Analyst so I can become a vital advocate to help change and better the lives of children and people in the community with disabilities."*



# Distress Centre LL & G Annual Report 2019/20



The Distress Centre of Lanark, Leeds and Grenville for more than 26 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 109 trained volunteers from the community have responded to over 7091 calls from April 1, 2019 to March 31, 2020 and has supported 47 warm – line referral service recipients. In addition, the program trained 14 Participants in the ASIST Suicide Intervention Workshop and trained over 27 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.

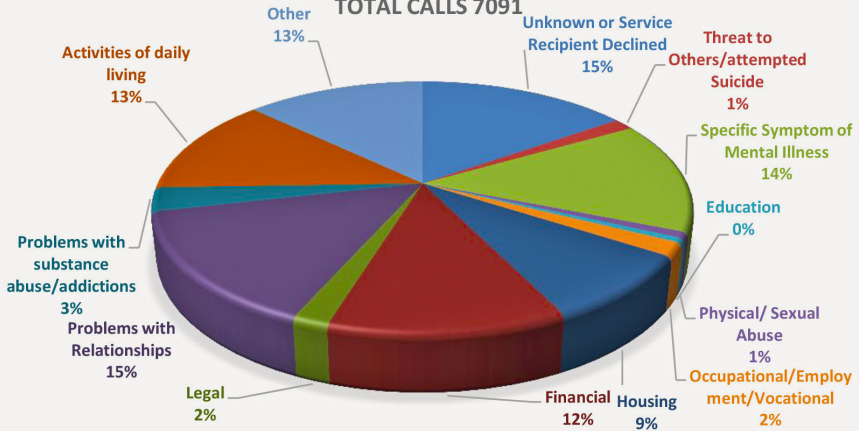


For the past 10 years, the Distress Centre has been a supportive member of the LEAD Team Protocol and has sent over 76 volunteers to participate in its community training and response initiative. The Distress Line is a proud supporter of this worthwhile endeavour.



**DISTRESS CENTRE LANARK, LEEDS AND GRENVILLE  
APRIL 1, 2019 TO MARCH 31, 2020**

**TOTAL CALLS 7091**



As part of our Community Awareness Campaign, in the last year the Volunteer-Co-ordinators 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: Victim Services Lanark County, STTH/DDTRHP and Clinical Support Services through Developmental Services, and participated in the Volunteer Fairs 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.



Respectfully submitted,

**Lisa Crawford**

Manager, Distress Centre.



# Financial Highlights for 2019/2020

Developmental Services of Leeds and Grenville offers a diverse range of clinical and support services funded through multiple sources. The Ministry of Children, Community and Social Services (MCCSS) 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 and Special Services at Home (SSAH).

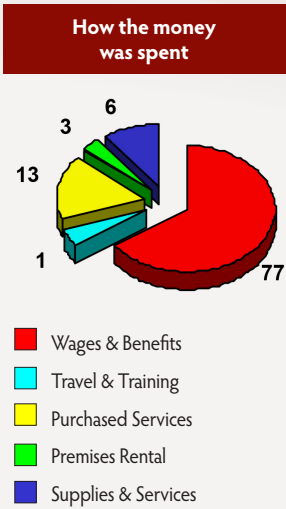
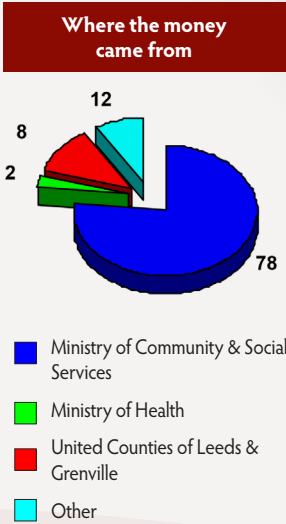
Total consolidated revenue and gross expenditures increased by 4.0%. This growth was primarily due to an increase in individualized client funding, and MCCSS funding for Multi Year Residential Placements. Through good planning the organization maintained the stability of high-quality client services and well maintained facilities and equipment.

The organization has made a significant investment in continuing with the development of a web-based Integrated Information Management System. The IMS system ensures that we meet accountability requirements of our funders and improve decision making that enhances day-to-day service delivery.

In 2019/2020 we secured funding from MCCSS to expanded our capacity in responding to emergency/ crisis situations with the creation of a new four bed Community Treatment Home to serve the East Region. A home was purchased in the Brockville area and renovations are underway with an expectation that the new Community Treatment Home will be opening later in the fall of 2020.



Respectfully submitted,  
**Dale Crawford**  
Director of Finance & Systems





"The Board extends their thanks to front line staff. Your day-to-day work has looked different in the latter part of the year, but the trust and relationships that you have worked to develop, will make you a welcome partner for families and individuals as they deal with situations that have greatly altered their lives."



[developmentalservices.com](http://developmentalservices.com)