

developmentalservices.com

Annual Report 2021-22



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.



Annual Report Stats

April 1, 2021 – March 31, 2022

Services and Supports (in excess of 449 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

Individualized Funding

Housing and Program Initiatives

- Family Home
- Enhanced SIL (teaching/training)

Residential Services and Supports

- Dual Diagnosis Transitional Rehabilitation Housing Program (DD TRHP)
- Community Referrals

Specialized Services

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

Summer Students

• 4 Summer Students (Children's social/recreational groups)

Student Placements

• No student placements during this period due to the pandemic (COVID-19)

Distress Centre Lanark, Leeds & Grenville

• Responded to over 9051 calls

Annual Report of the Chair

Annual General Meeting • September 19, 2022

After last year, many of us were all optimistic that everything would become a little easier with the vaccine and immunizations at a high rate in Leeds and Grenville. This was premature with a new variant disrupting our peace of mind and requiring new immunizations and the continuation of some protocols. This required continued care for our clients, staff and families at DSLG. Additional stress occurred when Park Street flooded and required vacating the building and extensive repair work being initiated. Thank you to all the staff involved in managing this work and those developing a new contingency plan and providing continued services individually to the clients in an integrated setting in the community. We, as a Board want to thank all of the staff at DSLG during the past year, for their patience and perseverance in juggling aspects of their job requiring changes, sometimes under difficult conditions, but doing so in the midst of family concerns, while still continuing to support clients with DSLG's high standards of care. All of us hope that your work will not be as complicated in the upcoming year and there is some predictability for both you and our clients and their families.

Congratulations to DSLG for attaining their eighth year of accreditation for the organization. Thanks to all staff for ensuring that the vision for those services is met at the highest possible level. The Board fully appreciates the organization and effort this requires from every employee.

Throughout the year, the Managers of each program area presented individually to the Board of Directors. In this way, we are able to keep in touch with the successes of each team but we become familiar with some of the changes you envision and look forward to new initiatives which may come as a result. We continue to be grateful for your day to day work and individually, for your part in building a team which supports the building of an inclusive community for individuals with developmental disabilities.

Thank you also to the Management Team under the leadership of Tom Turner. It cannot be easy overseeing the protocols demanded by the pandemic while keeping the business of the organization moving forward. We were pleased to hear that staff have resumed working from their offices rather than from home. The energy and ideas that ferment when working in a team is hard to generate over Zoom and while necessary at the time, we can all agree that no one can work as effectively in a vacuum. During the past year, our management team changed with the departure of the Director of Client Services. It was decided that the team would benefit from an additional position. On behalf of the Board, welcome to Reina McDowell. Director of Client Services. A second position, Manager of Specialized Services was added, and Jeremy Sherstone was subsequently hired to oversee the team of Psychologists Behaviorists, and Social Workers, providing specialized services to clients. We look forward to meeting each of you and wish you every success in your positions during the months ahead.

Our job as Directors is to consider our decisions through the lens of DSLG's vision and mission to arrive at our approvals. We look forward to resuming our meetings in person, hopefully in the coming year. Thanks to my fellow Directors for the oversight and guidance you provide to the organization in your role on the Board of DSLG. It is a pleasure to participate in meetings which reflect the perspective of each of you in our discussions.

Respectfully Submitted,



Pam Little, Board Chair

Executive Director's Report

Annual General Meeting • September 19, 2022

"I think a hero is an ordinary individual who finds strength to persevere and endure in spite of overwhelming obstacles." - Kurt Hahn

This quote speaks to the resilience and commitment of all staff at DSLG. This year has continued to be a tumultuous year of ups and downs with the COVID-19 virus affecting staff, clients and programming. Through all of this, clients continued to be supported, programs operated, and the agency pivoted processes and policies when required. We took a cautious approach regarding lifting of the health measures, and continued with all of our health procedures for the safety of everyone.

After many months of working with the City and various contractors, the renovation work at the Community Treatment Home site (Colonel Douglas) was completed, and the home officially opened in February 2022.

Our HR department was continually busy over this past year as recruitment was difficult due to COVID. Due to some internal growth, we also had staff moving to new positions, and some staff leaving for other positions. COVID caused a scarcity of workers and also a competition for workers. Health and Education was drawing staff away from agencies. Management also had a major shift in staffing due to a number of changes: our Director of Client Services accepted a position of Director at KidsInclusive, our HR Manager was off on maternity leave, and was replaced with Dorothy Rawlinson, the Manager of Distress Line/Quality Assurance was off on short-term leave, and now on LTD, so these duties were picked up by management.

We expanded our Clinical/Specialized Services team, with another Consulting Psychologist (Dr Alison Inglis) and another Behavior Therapist, and re-shaped the services. We also hired a Manager for the administration of the program and supervision of staff.

In the past year, recruitment for four new management positions was required, and we were pleased to hire Reina McDowell, as Director of Client Services; Jeremy Sherstone as Manager of Specialized Services; Dorothy Rawlinson as Manager of HR (contract); and Michael Dube, as Manager of Residential Services. All of them have come with great qualifications, and valuable experience, and a new perspective for services to keep DSLG a leader in the community, and have settled in nicely.

The agency also collaborated with a number of community agencies to look at potential partnerships and working relationships. This included meetings and conversations with Career Services regarding connecting our CPS (Community Participation Supports) skill building program with their employment opportunities and training. This will hopefully increase the employment opportunities for individuals with developmental disabilities. This is also a Ministry priority and a provincial agenda item.

We re-established a formal working relationship with Family and Children's Services of Lanark, Leeds and Grenville in the area of early identification of children that are part of the Child Welfare system. Some cross training and education took place between the agencies, coordinated by Specialized services. The team is working on a joint early screening tool for this purpose between agencies. We also engaged in conversations of how better to work with the children and families of all individuals that may be involved and/or are leaving the Child Welfare system.

The Children's Program also ran another successful Children's summer program with several learning and recreational activities. An exciting new part of the program was the Jays Care Foundation, a charitable arm of the Toronto Blue Jays, which uses baseball as a tool to teach life-skills and create lasting social change for over 35,000 children and youth across Canada. The Challenger Baseball Program was implemented as part of the Social Skills Building Group this summer, as DSLG was selected as a Jays Care Foundation Partner.

Our Community Participation Services (Community Connections and Foundations) have continued to review a strategy of more inclusion and community relationships. A discussion of what small group learning activities would be beneficial for helping individuals build connections and relationships is on-going, with balancing and providing recreational, volunteering, social and employment opportunities. The small group activities at Park Street will be the "stepping stone or catalyst" to community membership and inclusion. Some individuals are accessing Passport funding for CPS involvement.

The Housing Program continued to provide support to our Enhanced SIL and SIL individuals, as well as expanding, and with hard work, finding some apartments for individuals in a housing crisis environment. A few Family Home individuals transitioned to other opportunities, so we will need to build our capacity in that area to meet our agency targets, and declare some vacancies to the Ministry.

We have dealt with a number of complex and critical cases over this past year, and the teams, and staff have pulled together and worked hard to continue to manage these situations. It has been quite difficult dealing with such situations when the service system is in a "critical" state, and we have a housing issue across the province. Staff have been incredibly committed, persistent, and continue to provide the best quality service available.

Throughout last year, and the whole COVID period, our Distress Centre has had a dramatic increase in calls, however, continued to complete the after-hours service, even though they also had difficulty with maintaining a maximum number of volunteers. We are looking at upgrading some of the equipment to assist in better services and provide more flexibility for the volunteers to complete the tasks, and

build the volunteer numbers.

We had a successful Ministry Quality Assurance Review, and everyone (staff, managers, directors) worked together to review and ensure programs and records were in order and meet the regulations and guidelines.

Again, we had a very difficult year with COVID continuing, more complex cases, housing issues, recruitment, and Ministry projects and expectations. The Ministry's – "Journey to Belonging" paper, the Cost Analysis Project, Temporary Wage Enhancement, the Permanent Wage Enhancement, and the ongoing changing processes and directives from MCCSS and the Province due to Health Measures and Restrictions. In saying that, we had a fairly successful year of quality services, and expansion in some areas.

Again, I would like to thank and commend the staff for their dedication and continued service through the constant changes and factors over the past year. With constant recruitment and changes, they have shown great resilience in completing their roles and providing supports to individuals when required.

I would also like to thank the Management group (especially the new staff) for their commitment and initiative in "picking up the role" and keeping programs on track and working together as a group.

Finally, thanks to the Board of Directors. Your support, oversight, and accountability, has provided sound direction and leadership for the future of the organization.

Respectfully Submitted,



Tom Turner, Executive Director

ParticipACTION Community Better Challenge

Developmental Services of Leeds and Grenville's decision to participate in the Community Better Challenge came from the fact that COVID-19 had prevented community initiatives to take place for so long, and it was felt that this was the right time to encourage people to engage in their communities and collaborate with other organizations on a joint venture. The ultimate goal was to work together as a community to win the grand prize of \$100,000, and much of this was able to happen because DSLG was the successful recipient of a \$900 grant through ParticipACTION. We encouraged the community by running advertising on the local radio stations, making flyers and posters to put up around the community and through television interviews on YourTV.

This initiative brought awareness of movement and activity to the community through a number of events planned by DSLG. These events included the Shop the Street event in May as a "kick-off" to the month-long Community Better Challenge in June. Flyers were handed out with lists of how to track your activity, what our planned activities were and how everyone could participate. We also went around to local businesses asking for their engagement in the Challenge. We included schools, gyms, individuals, emergency services and Special Olympics to name a few. Our events were a success!! One of the events was "Fitness in the Park" taught by Jenni Stotts on June 7th. DSLG staff, supported individuals and community members were invited to participate in a group fitness program. Jenni encouraged every one to move their bodies and try something new. This was made possible by encouraging an inclusive environment and making accommodations for everyone in attendance.



Our main event was the DSLG "Parking Lot Party" which took place on June 25, 2022 and coincided with the Tall Ships Festival in Brockville. At this event, community partners from Boldt Dance Studio, SNAP Fitness and Engine House Yoga and Fitness set up stations for community members to try various activities including; yoga, pound and various kinds of dance. DSLG also had a kids zone set up with bubbles, games, healthy snacks and balloons. Foundations participants were volunteering to assist with this event. We were able to count participants in the challenge as they engaged in our "Party". We also encouraged staff participation through our Wellness Committee and step challenges. Sarah Kaufman was the champion of the step challenge with almost 350K steps!!!

As this challenge was a whole community effort, other organizations and businesses were encouraged to join in. With the efforts from the DBIA during the Tall Ships Festival, and the rest of the community, Brockville was able to finish the challenge in 8th place for the province and 35th nationally. We congratulate Red Deer Alberta on their title of Canada's Most Active Community and North Grenville for being the most active community in Ontario. I couldn't be prouder of our efforts and our placement in the challenge. For the next year, our hope is to work closely with other organizations in Brockville to "get active" and challenge everyone to work together to be crowned Canada's Most Active Community in 2023!! Remember, "everything gets better when you get active!"



Respectfully submitted,

Amanda Warner, Foundations Support Facilitator

Children's Summer Group Program

The Children's Services team offered another successful summer group program for 2022. The purpose of the group is to allow the children involved to build social skills in a fun and interactive daily summer camp model. Community outings and activities provided daily opportunities for the children and youth to practice their targeted skills in a natural setting. The summer group was fully immersed in the community utilizing resources such as:

- The Aquatarium
- Brockville splash pad
- Saunders farm
- Stingers

- Mini golf
- Fort Wellington
- St. Lawrence Park
- RiverWalk Park

New this summer was our partnership with the Jays Care Foundation to implement and offer a baseball skills development program during our entire eight weeks of summer group. This new venture was enjoyed by all participants and we look forward to continuing this valuable partnership.



The group's success was derived from the model used to best aid in the social development of the children who participated. This model offers families the opportunity for their children to successfully participate in the group through a low child to staff ratio. Each group had 2 summer students supporting a maximum of 4 children at a given time. There was a total of 34 children who had the opportunity to participate in this group that is unmatched within Leeds and Grenville. All children and youth who participated not only made a number of new friends, but also made memories that will last a lifetime!

The success of this group could not have been possible without the planning and dedication put forth by our three Child and Family Community Counsellors as well as the four enthusiastic students who carried out our vision. This program would

also not be possible without the ongoing support from DSLG's Board of Directors. The staff, families and most importantly, the children and youth, look forward to another successful summer in 2023!

> Respectfully submitted, Sarah Kaufman, Manager, Children's Services



Passport ~ Staying Connected with Family, Friends and the Community

This past year tested the resiliency of people supported as well as members of the staff team. With the number of provincial lockdowns and the closures of many community places, it was difficult to provide the level of support that we had offered pre-pandemic. We had to "think outside the box" to find ways for our supported individuals to stay connected with family and friends as well as maintain positive physical and mental health, while adhering to the provincial guidelines. At the onset of the pandemic, MCCSS made a few changes to the Passport Guidelines to help individuals cope with staying at home. They introduced some temporary admissible expenses that could be covered through Passport funding.

Over the past year, the Passport team's focus was on educating people supported on how to stay safe when venturing into the community; and helping them cope with the isolation they endured during the provincial lockdowns. We completed weekly wellness calls; assisted with grocery pickups and continued to offer direct support to those that were deemed essential. For those individuals who were comfortable using technology (i.e. cell phone, iPad, laptop, etc.) we created and distributed pictorial instructions on how to use the platform "Zoom" from these devices. This enabled supported individuals to complete wellness calls and games with their support staff as well as keep in touch with friends and family. For people that were not comfortable using technology or were having a difficult time coping with the lockdown, staff would take them for walks which consisted of scavenger hunts, sensory awareness and time lapse pictures to show the stages of growth and changes throughout the seasons. This was great for both their mental and physical health.





After the restrictions were loosened, our focus changed to getting people supported out of their homes and re-engaging them back into their community. For a lot of individuals this was very difficult due to the fear of getting COVID. We started by having them join some outdoor activities (i.e. dancing in the Park, movies in the Park and crafts in the park) with small groups of peers to help alleviate some of their fear of leaving their homes and allow them to have fun. During these activities we continued to educate the supported individuals on the safety precautions they were to use when they were in the community (i.e. wearing a mask, hand sanitizing, keeping 3m distance from others, etc.). We found that supported individuals were more willing to try new activities after the lockdowns. We had an individual who always wanted to learn how to play the flute. We reached out to the "Music Instrument Lending Library" (M.I.L.L.) and were able to set up a time for the support staff and the individual to meet with the owner who in turn offered free lessons to the individual. The individual was able to take a flute home so they could practice, and they continue to attend the M.I.L.L. on their own, for more lessons. Another activity that helped re-engage some individuals into their community was volunteering for the Salvation Army's Christmas Kettle campaign. This was a great way for some individuals to socialize with members of their community as well as help to raise money for a local organization that gives back to their community.

All in all, no matter what barriers the Passport team were faced with over the past year, they did their part in keeping individual's mental health stabilized and developed a more collaborative relationship with the individuals and their support systems.



Respectfully submitted,

Kim Gomes, Manager, Passport Program

Distress Centre Lanark, Leeds and Grenville 2021-2022

The Distress Centre of Lanark, Leeds and Grenville for almost 30 years, has worked on behalf of, and with the Ministry of Health and Long-Term Care, the Local Health Integration Network, and Lanark, Leeds and Grenville Addictions and Mental Health to build the capacity of the community offering a distress line service from 5pm to midnight, 365 days a year. The Distress Centre supports callers through an active listening model which helps identify emotions and aids callers in finding solutions and supports that will work for them. The Distress Centre also actively provides suicide prevention support to callers. Over the past year Distress Centre volunteers have seen an increase in the number of incoming calls from the community and have responded to over 9000 calls from April 1, 2021 to March 31, 2022. Also noted during this time, is the increase in the needs and distress level of incoming calls. In addition to incoming calls, volunteers are currently supporting 50 warm line clients through the prevention-based referral service.

The Distress Centre introduced a new phone system, 3CX, which offers the capabilities to expand the program and volunteer base.

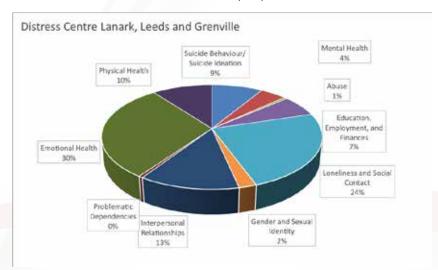
We would also like to highlight the 8 ASIST (Applied Suicide Intervention Skills Training) 2-day Workshops that have been completed since June of 2022, increasing the capacity and confidence of many of the volunteers. Both Volunteer Coordinators have achieved Master Trainer status in ASIST during this time.

For the past 12 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 Centre is a proud supporter of this worthwhile endeavour. In addition, the Distress Centre has been a member of Distress and Crisis Ontario for 28 years and actively participates in various training opportunities and a peer workgroup to best support the program and its volunteers. As part of our Community Awareness Campaign, in the last year the Volunteer Coordinators have been actively involved with promoting the Distress Centre by doing monthly community publicities, radio and newspaper interviews, and in person presentations throughout Lanark, Leeds and Grenville.

The chart below provides a detailed breakdown of the types of calls that Distress Centre Volunteers have assisted with over the past year with a total of 9051 calls.



Respectfully submitted,



Katie Holmes



Kendra Noseworthy

Financial Highlights for 2021/2022

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 decreased by 8.0%. This temporary decrease was primarily due to construction delays in opening the Community Treatment Home due to covid restrictions. The decrease in funding will be restored once the Community Treatment Home is operational. Through good planning the organization maintained the stability of highquality 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.

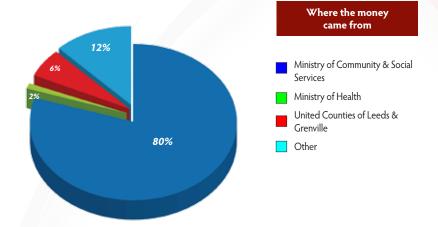
In 2019/2020 we secured funding from MCCSS to expand our capacity in responding to emergency/crisis situations with the creation of a new four bed Community Treatment Home to serve the East Region. A home was purchased in the Brockville area and renovations are underway working through delays due to covid restrictions. We are planning for the new Community Treatment Home to be operational in the winter of 2022.

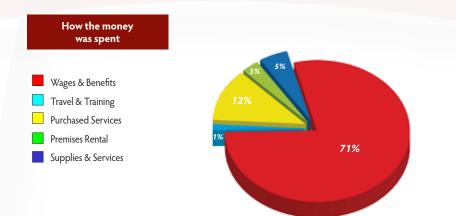
Respectfully submitted,

Dale Crawford,

Director, Finance & Systems

Financial Highlights for 2021/2022





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2022 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. A one-time financial award is available to a student in three categories: university level, college level, and graduate (R.G. McMullen award).

The 2022 selection committee consisted of two Board members (Kelly Wu and Alf Platts), the Manager of Residential Services (Michael Dube); and the Executive Director (Tom Turner). Awards to two individuals were presented at DSLG on Wednesday, July 20, 2022. There were were no applications for the graduate award (R.G. McMullen Award) this year.

Harrison Pringle (\$750) registered in the Social Service Worker Program at Algonquin College.

"I always had social service work in my mind throughout high school, and as I progressed through high school, I went through countless experiences that really made it evident that I would enjoy social service work. I worked in a student voice program where we talked about issues in our school and made plans to help make a change and help improve the school morale and have people be involved in school spirit. During Grade 12 I had also been a part of Link crew which was a leadership role program that supported students who were new to the school or just coming into Grade 9. This program



taught me all about leadership and how to listen and talk to people in a compassionate and understanding way while also helping them. My future plans are to become a social service worker and help benefit communities where that type of work would be needed. I would also like to be able to work in the school system where mental health is a major issue in younger kids. Right now there is not enough support in the school system. I want to be the person to help them and be there for them." **Sydney Reil** (\$1000) registered in the Honours Bachelor of Arts in Psychology Program at University of Ottawa.

"My goal is to become a youth and family counsellor. I want to help children and young adults with mental, physical and developmental challenges. By taking this degree, I will learn to be able to make a difference and help people who are struggling. In my co-op placement this year I have worked in a classroom assisting students with technology. I find that I am able to explain and teach methods that they are struggling to comprehend. Helping students with learning disabilities was the most fulfilling part of my placement as it gave me insight to my career, and I felt as if I was making a difference in the lives of others."



Photos: Harrison Pringle and Sydney Reil receiving their award, presented by Tom Turner, Executive Director.

Retirements this year ...



Mark Larin,

Social Worker Retired December 2021

Mark made the decision to retire after 14 years providing clinical services (social work and counselling) at DSLG. As a clinician, he demonstrated passion in his work and reported

feeling a sense of accomplishment when he witnessed growth in individuals he worked with. His achievements included pursuing an interest in Play Therapy as a therapeutic approach, and authoring a paper entitled "The Sex Offender Freeze Frame Treatment Technique (SOFFTT) that was published in The Journal on Developmental Disabilities in November 2013.

In retirement Mark plans on expanding his piano tuning career further and continuing to offer services through private counselling practice. He also hoped to explore opportunities to present seminars of clinical topics, and was looking forward to having more leisure time to spend at home and with his family.



Bruce Fullarton,

Distress Centre Volunteer Co-ordinator Retired December 2021

Bruce made the decsion to retire after 11 years working with the Distress Centre, co-ordinating services and training volunteers. His retirement plans included enjoying more time

with family and having time to focus on a small business that he has had for quite a few years, selling watches through on-line sales. Bruce enjoyed his work, and was always eager to offer assistance when called upon.

Retirements this year ...

Sue Birtch,

Community Participation Support Facilitator Retired March 2022

Sue made the decsion to retire after 20 years providing direct supports to individuals. Her career at DSLG began working at the Short-Term Treatment Home as a Residential

Counsellor for a short time. She transferred to Community Connections (adult day supports) as a Community Support Worker, and then when the Passport Program was introduced, she accepted a position as a Community Participation Support Facilitator. Sue took pride in planning activities with individuals to learn new skills, develop interests, and provide activities within the community. Sue was involved in the transition of the traditional day supports program from the main administration building at 61 King, to a separate location at Abbott Street, where the program was able to expand and develop creative arts programs (Hill Top Pottery Studio and woodworking). The program relocated in 2016 to a location that offered improved accomodations, was central to other community supports, with a focus on planning many of the activities in the community - "Central Park Connections". Sue will be fondly remembered for involving individuals in activities such as picking apples, baking (pies & apple crisp), making preserves (chilli sauce and beet pickles) and weaving. Staff often looked forward to purchasing some of the baking and preserves. One of her noted accomplishments was teaching a young woman to crochet. This individual became very skilled, and began making things on her own to sell. Sue's retirement plans included focusing on her grandchildren and looking forward to having more time to spend with family.

We Remember ...



Kees Van den Heuvel, Ph.D. C. Psych,

Executive Director (July 1983 – September 1984) Clinical Director/Psychologist (September 1984 – October 2000)

Kees Van den Heuvel, DSLG's first Executive Director and long-time Clinical Psychologist, passed away in March 2022.

Dr. Van den Heuvel was a Clinical Psychologist at St. Lawrence Regional Centre when the Ministry announced the closure of all five institutions for "developmentally handicapped" persons across the Province in the early 1980's. St. Lawrence Regional Centre was designated as the first to close and realizing services would be lacking after the closure, he wrote a proposal for an organization that would provide specialized and clinical services to individuals living in the community. The proposal was successful and "Brockville and Area Centre for Developmentally Handicapped Persons Inc." opened on July 3rd, 1983. Application for an operating name was made at a later date and the agency became known as "Developmental Services of Leeds & Grenville". Kees was the first Executive Director, and after about a year, recommended to the Board of Directors that they recruit for a new Executive Director, based on his passion for working as a psychologist. When Geoff McMullen was hired as the new Executive Director in 1984, Kees became the Clinical Psychologist. In addition to many psychological assessments and consultations, as Clinical Director he was instrumental in developing the agency's Information Management System, which automated client records and tracked services. He also took a special interest in working with young offenders. After his retirement in October 2000, he and his wife (Freda) who also worked at DSLG as a psychometrist, moved to Peterborough to be closer to family, and he was able to spend time doing photography, a hobby that he was very successful at.

Kees was well respected in his field and played a significant role in the growth and shaping of services at DSLG. Staff who worked here at the time, and had the good fortune to know him, will remember him for his wisdom, great sense of humour, and passion for his work. "Thanks to all staff for ensuring that the vision for services is met at the highest possible level. The Board fully appreciates the organization and effort this requires from every employee."



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