

OUTCOMES MANAGEMENT REPORT 2020



Inspiring Possibilities

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Executive Director's Report

First off, I need to acknowledge the great team of employees we have at Community Living North Grenville. 2019/20 was both a challenging and rewarding year, and together our dedication and commitment to people and the support we provide to help them live their lives shone through.

Because we are committed to the continual improvement of our services to people, we take great pride in being an accredited organization with CARF. Our accreditation review was due in the Fall of 2019 after receiving a 3-year accreditation in 2016. Early in September, a team of surveyors again conducted a rigorous review of our organization, its services, policies, structure and governance. Despite having a number of role and structure changes since our last review, we were pleasantly surprised with this year's review, which was probably one of our best in terms of the positive feedback and the very few recommendations. The overall review was successful for another 3 year accreditation, the highest awarded. Of the few recommendations, the majority related to two new or updated standards in 2019 around technology training, cyber security and fundraising. Many thanks to our employees for show casing our organization.

We were again put to the test shortly thereafter, during our regular annual MCCSS compliance review, a necessary review, and much less intense than that of accreditation. Still this year's compliance review was favourable.

You will also note in the H&S summary that for the first time in a few years, the number of incidents due to slips/trips/ falls were ahead of the number of incidents due to challenging behaviours with people we support. While it's not great to see a higher number of slips/trips/falls either, we viewed this as a positive, because we felt it was indicative of the people with challenging behaviours that have moved recently, and may be settling in and feeling like they have a place to call home. Again a reflection on the work of our employees and their commitment to ensuring people are living their best life.

A number of other initiatives on the go included the Jack St. affordable housing project, and the announcement of the possible merger/amalgamation with Impact Residential Services. Both big projects undertaken that will change the landscape of CLNG. More information will follow.

And then, as we were preparing our normal wrap up for another fiscal year, our team, along with the rest of the world experienced an unprecedented time, and were put to the ultimate test of resilience, commitment, and collaboration. We are

still very much in the throes of the Covid-19 pandemic and I am certain that many of our experiences and stories will be reflected in next year's annual management report.

So, after what seems an exhausting year, just a shout out to the incredible team, and the number of employees that I have the utmost confidence in, and whom I have the pleasure to work with.

Hope you enjoy the information provided in this year's report. Stay safe, stay healthy!

Respectfully submitted,

Sandra McNamara

Executive Director



Our Management Report

In the 53rd year since its founding, Community Living North Grenville continues to serve the individuals and families who require our services. These services are designed to meet the support needs of adults with Development Disabilities and their families.

This is our 12th Annual Management report. We develop this report each year to provide the people we support, families, staff, and our community partners with an overview of what has been happening within our organization over the past year. It also helps us to look to the future for what is needed in our community and where we plan to go.

This report is like a report card. It says what we do and how we do it. It tells you what we think we are doing well and what we want to do better, based on feedback from our stakeholders.

If this report is hard to understand;

- Call Community Living North Grenville and ask for the information in a different way.
- Ask a support worker, friend, or a family member for help to understand what this report says.

This report refers to several plans, if you are interested in looking at the full version of Community Living North Grenville's Risk Management Plan, Technology and System Plan, and/or Accessibility Plan, please visit our website at www.communitylivingnorthgrenville.ca under the "Resources" tab or contact our office.



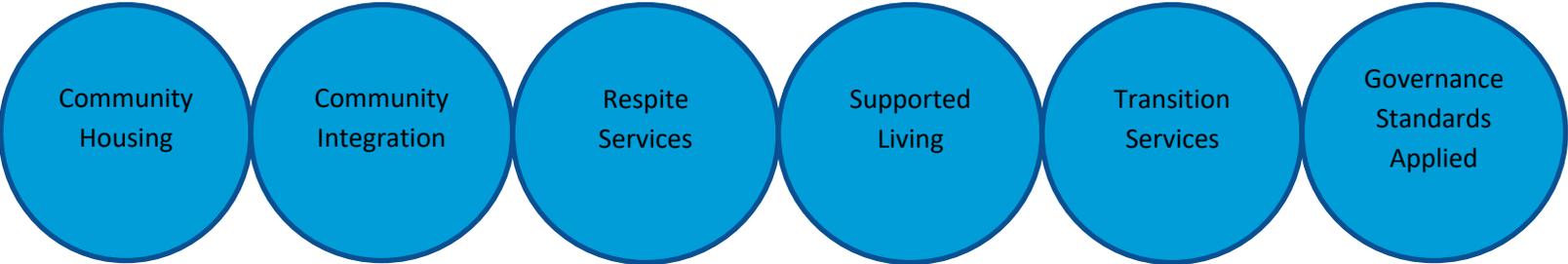


Partnership with CARF

Community Living North Grenville has proudly been partnered with the Commission for the Accreditation of Rehabilitation Facilities (CARF) since 2008. CARF is an independent, non-profit accreditor of health and human services and the CARF standards are acknowledged internationally.

CARF respects our individuality as a grass roots organization founded by families for the long term wellness and inclusion of their family members in our community. We believe partnering with and reviewing our supports and services against CARF standards allows us the chance to constantly improve these services, and allows us to show our commitment to clear and accountable practices we provide to all of our stakeholders.

Community Living North Grenville successfully completed our fourth 3 year accreditation from CARF in 2019 for the following services:



CLNG Board of Directors 2019-20

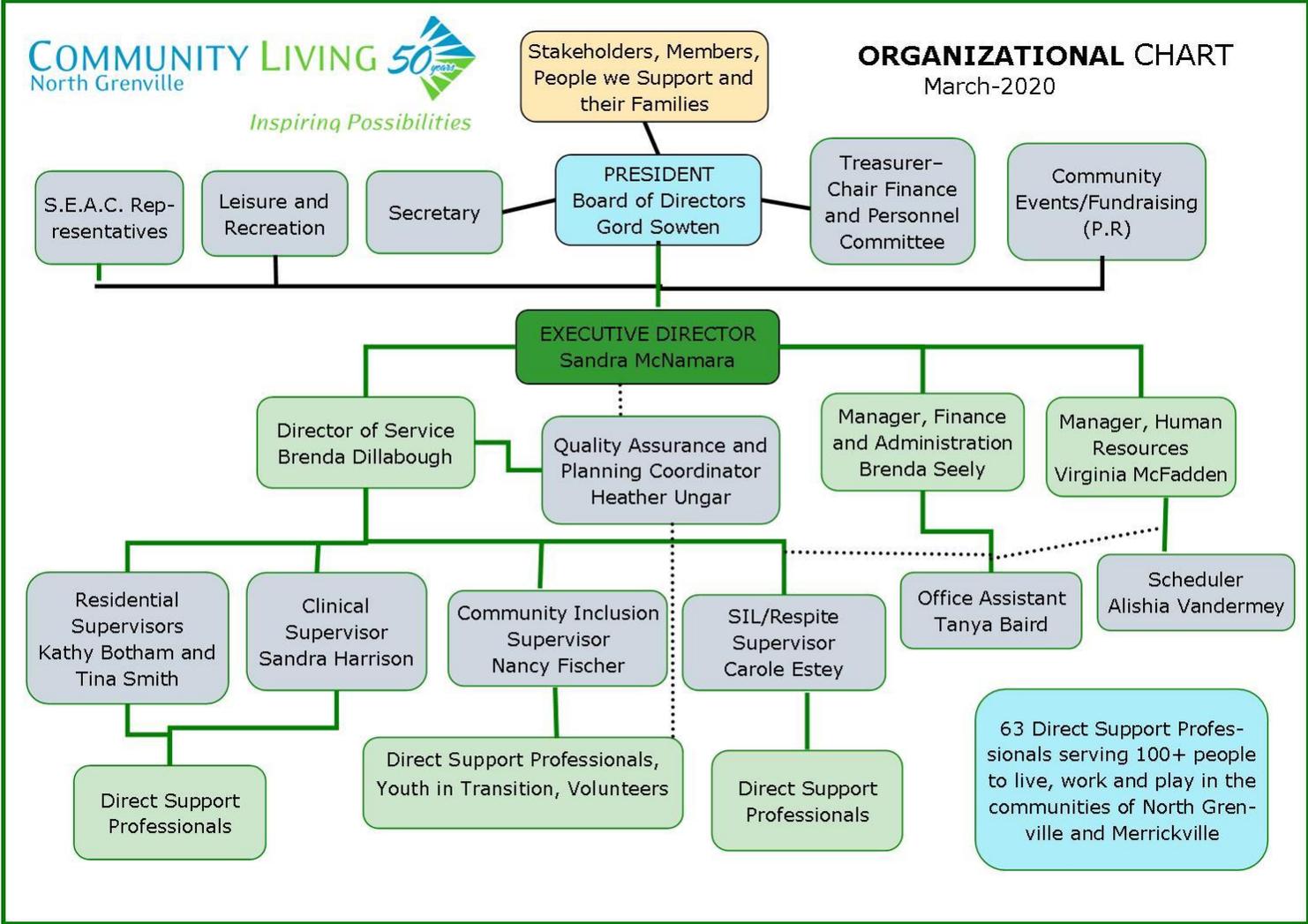
Board Member/Year Started Term	Independence/Relationships			Program Oriented Knowledge			Administration Oriented Knowledge		
	Familial relationship to consumer	Business relationship with agency	Independent and unrelated	Education Teacher	Organizational Affiliation	Profession	Business Practices	Government Practices	Human Resources
Dan Bennett 2017	Parent					Aircraft Maintenance Inspector		X	
Kim Holland-Perrier 2018		Person supported Volunteer				Retired Nurse	X	X	
Jane Holski 2017			X	X Retired				X	
Paul Jansen 1988		Attorney				Attorney	X	X	X
Steven Kohls 2007			X			Clergy	X		X
Carl Payne 2017	Parent						X		
Wayne Richer 2014	Self-Advocate				People First				
Debbie Sabourin 2006	Sibling					Medical Secretary		X	
Gord Sowten 1987			X			Insurance Agent	X		
Vacant Position									





Community Living North Grenville was saddened by the sudden passing of a dedicated volunteer and friend in September of 2019. Carl Payne was the essence of what it meant to be a good neighbour and citizen. Carl was an active member of the local scouting organization for over 28 years, and a member of the local Easter Seals Chapter when it first was established in Kemptville. Carl obviously felt he had more to give to his beloved community as he joined the Board of Directors for Community Living North Grenville in 2017. Although he was only on our board for a few years his presence is deeply missed as he was a strong supporter of CLNG for many years previously.

Board Governance Manual Section 1.2.5—Organizational Structure



Approved— March 2020

Strategic Planning 2020 – 2023

2019-20 marked the final year of CLNG's existing strategic plan. Over the course of the last five years, CLNG continued to be guided by the goals and priorities established back in 2015.

In 2020, the Board of Directors will look forward to setting a new Strategic Plan. Rob Wood, of 8020 Info Inc. will again be contracted to coordinate this process that will solicit input from all Stakeholders to form the basis of the new plan.

Many different initiatives will formulate CLNG's strategic plan going forward, which include;

- Our current shared leadership arrangement with Brockville and Area Community Living Association (BACLA)
- The announcement of the proposed merger/amalgamation with Impact Residential Services, effective April 1, 2021.
- Our desire to move away from County Rd 43, and reduce the amount of our environmental footprint.

Consideration will also be given to the everchanging landscape of the DS sector, and the Conservative Government's initiatives to transform it.

As we look to the future, all of these initiatives will be part of our new plan, and the process will be done collaboratively with our partnering agencies.

New Jack Street Housing Project

One of the biggest initiatives undertaken by the Board of Directors, is the proposed affordable housing project. After months of back and forth communication with the Council, and the Municipality of North Grenville, we were delighted to receive support and final Approval of our proposed housing project in the Fall of 2019.

Lockwood's immediately began construction of the 9-unit townhome complex to be built at 224 Jack St. Construction continued over the winter months. Applications from many residents around North Grenville began to pour in.

Given the delays in the rezoning and application process, the possession and expected occupancy was pushed back to July 2020.



Reflections in Residential Services

Community Living North Grenville currently provides support to 29 people in a number of shared living environments, and to 19 people in Supported Independent Living.

People are supported to lead active life styles while living in shared housing environments with staffing available on a twenty four hour basis. Those who prefer a more independent life, rent their own space and supports are offered as needed. CLNG works cooperatively to ensure all living environments are safe, in secure locations, and people are respected and valued in their neighbourhoods.

This year we welcomed Donald H. to our shared living environments at our Kimberly location. Donald and his family have adjusted well to this new lifestyle. Change is always a challenge, and when you have a good support network transition can be much less stressful. Kathy Botham and her staff team did, and continue to do an amazing job with Donald as he learns new social roles in his life. We also welcomed Tina Smith as a great asset to our residential supervisor group. Tina comes to our team with much direct support experience and familiarity with CLNG.



After 30 plus years with CLNG we sadly had to bid farewell to Jackie Ritskes as she retired in December of 2019. We were fortunate to have such a resourceful and dedicated person on our residential supervisory team all those years.

The affordable housing project officially got underway in Kemptville in 2019. Community Living North Grenville is so fortunate to be able to partner with the United Counties, our local municipality and the Ministry of Municipal Affairs and Housing to see this much needed project through to the end.

Respite Services continues to be actively used as an opportunity for people to experience life outside of their family environment.



Bob doing up his 75th birthday with friends.

Respite by the Numbers

18 adults were supported in respite in 2019.

CLNG target hours for providing respite/year is **7,500 hours** and we provided **5,583 hours** of respite to these adults in 2019.



Respite Services

Community Living North Grenville is the host agency in this area for RespiteServices.com. This is a provincial website co-ordinating a network of agencies & organizations providing respite for people. Respite workers are matched through a data bank to families looking for support.

Families can register by going to www.respiteservices.com, or contacting Carole Estey at cestey@clnorthgrenville.ca

Reflections in Community Supports



Patrick, Charlotte and Colleen are pleased with the art projects they created from the Art About Me workshops hosted by Lynne Bourguignon. Rose and George Richer have been great to offer craft classes for special occasions throughout the year. We are so fortunate our friends and volunteers are not only great but creative as well!



Chris just wanted everyone to know that he wasn't available for a while because he had **GONE FISHIN'** on the peaceful banks of the Kemptville Creek.



Senior Services are organized out of our Merrickville Office for people that have moved from local agencies into long term care. Staying connected is critical for health and wellness. Vivian joined Diane for the CLNG Annual Christmas Tea.



"The Band Got Back Together" in time once again to take part in the annual Kemptville Christmas Parade. Thanks to the entire group for representing CLNG in such an energetic and colourful way!



Having valued and meaningful social roles is something we all strive for as they define who we are in our lives and the greater community. Cheryl is getting ready to drop off some back to school back packs to the Salvation Army. Proceeds from many little fundraising activities within CLNG helps support such initiatives.

Employment Report

During the summer we were fortunate to access the second year of funding we received from the Employment and Modernization fund which afforded us the opportunity to hire a summer job coach who could focus solely on developing employment opportunities in the community.

The overall response from community partners was positive and some jobs were created. We also seem to be making headway with bigger corporations which have been a challenge in the past. 2019 has brought 5 new employment opportunities for people whom use the services of CLNG.

We continue to recognize the importance of COOP placements and encourage them as a vital stepping stone towards gaining meaningful employment in life after school. These placements serve a dual purpose to benefit both the person who wishes to seek employment with gainful experience, as well as employers by building valuable and trusting relationships with community organizations.

CSE consulting continues to be a valuable resource in the employment process for people who use our services. They are able to access different funding to help people with continuing their education and other job related expenses such as purchasing special equipment.

In the fall, through a partnership with the Adult Learning and Training Centre in Smiths Falls, we facilitated a “Soft Skills Solutions” job readiness workshop. Participants learned a multitude of job related skills from the resume writing phase to the actual job training phase and everything in between.

Kaityn Utman –Job Developer



Faith enjoyed working with our Summer Job Coach and through our Summer Jobs Transitions Program she secured part time employment at the Walmart in her community.

Volunteer Appreciation Bowl

On Friday May 24th, 2019 Community Living North Greenville hosted a bowling evening to say thank you to our many volunteers. A fun evening was had by all. Thank you to all that joined us.



Cultural Competency & Diversity Plan

Community Living North Grenville supports a culturally responsive community that recognizes persons served, staff members and volunteers come from a myriad of cultural backgrounds and that these cultures are integral to how we view and experience the world. All persons served must receive services in a manner that is respectful of individual preferences, needs and values. Community Living North Grenville is committed to promoting diversity in the workplace and strengthening cultural sensitivity and competence among our workforce as it relates to one another, our stakeholders and the persons we serve.

Cultural competency and diversity is based on the consideration of the following areas:

- Culture
- Age
- Gender
- Sexual orientation and identification
- Spiritual beliefs
- Socioeconomic status
- Language
- Ability

Summary for 2019

CLNG's Cultural Competency and Diversity Plan has gradually been developed most recently over the last couple of years. During the CARF review, one of our consultations was that we *"might enhance its cultural competency and diversity plan by adding, for each action to be taken, a timeline, priority, resources needed or available, and position/person(s) responsible for implementation. The organization is also encouraged to develop a committee of staff members and persons served to guide the development/updating of the cultural competency and diversity plan and to monitor and evaluate its implementation."*

This consultation will be taken into consideration as we further develop this plan.

Note: *to review the complete Cultural Competency and Diversity Plan, please visit our website, or request a copy from our administration office.*

Supporting People to Exercise Their Rights

The purpose of our Rights Committee is to provide a forum for individuals we support, to challenge and review any restrictions they feel have been placed upon them unfairly, and without justification. It also provides a tool for CLNG staff to review current restrictions and act upon them accordingly.

It is often difficult to distinguish responsibility for supervision and support of people from the restriction of individual rights.

The primary difference is: *Supervision provides assistance to the individual in making choices. Restriction offers the individual no choice.* The only time a restriction may be approved by the Rights Advisory would be if a person's choice of actions would harm others or themselves, or would be breaking the law or social culture of our community.

During the past year (2019) the Rights Advisory Committee:

- Reviewed 26 total restrictions, 16 restrictions that were upheld, 9 new restrictions put into place and 1 restriction that was resolved.
- Provided annual rights training to all Community Living support staff and Board members.
- Provided annual rights review training to all people we support at their annual Self Directed Support planning meetings.
- Welcomed Jason Turmaine to our committee.



Rights Committee Members

Pam Owen – Chair (Minister)

Carole Estey– Secretary (CLNG SIL/Respite Supervisor)

Jason Turmaine– (Self-Advocate)

Catherine Woolham – (Retired Adult Protective Service)

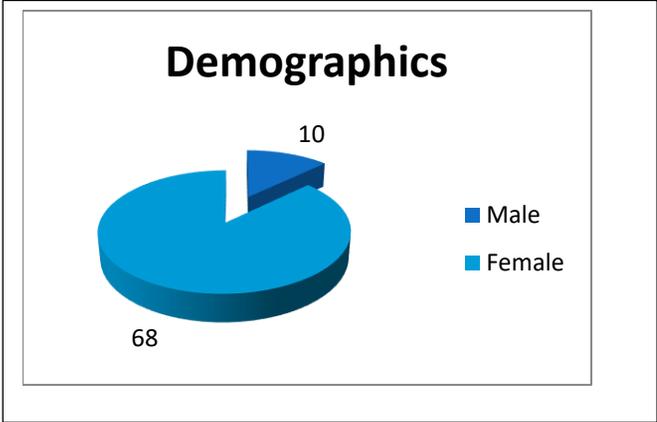
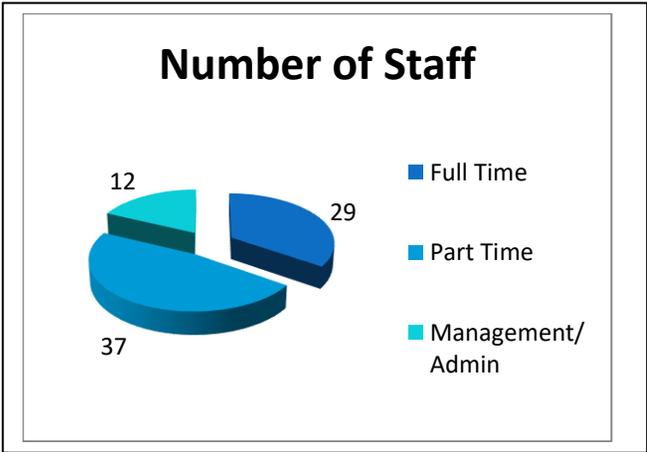
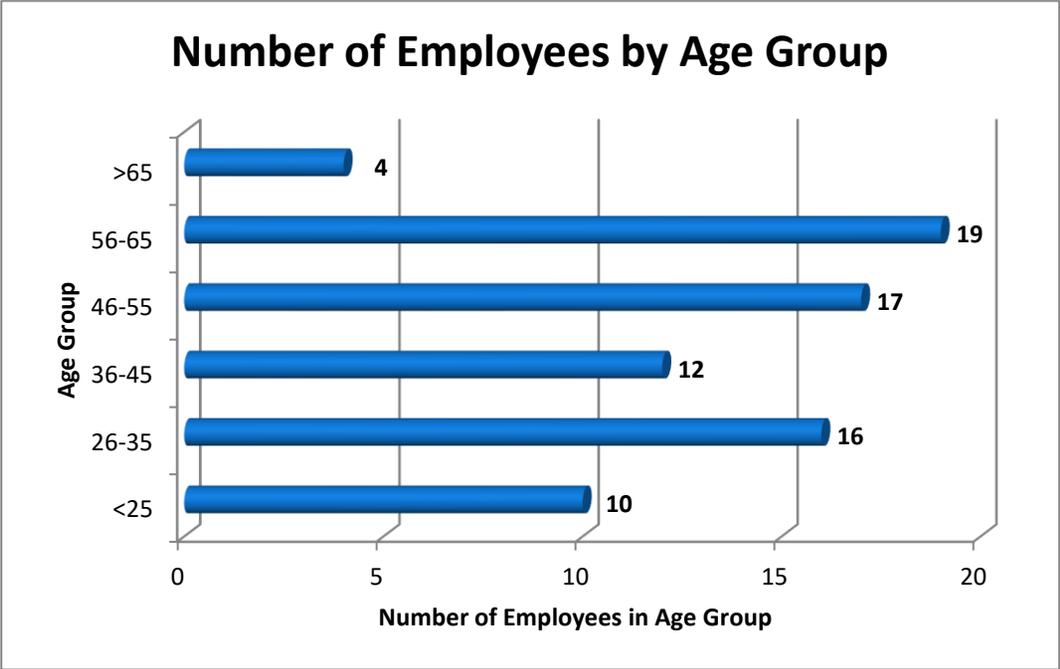
Kelly Pinhey – (Parent)

Leanne de Ville—(retired from working with young offenders)

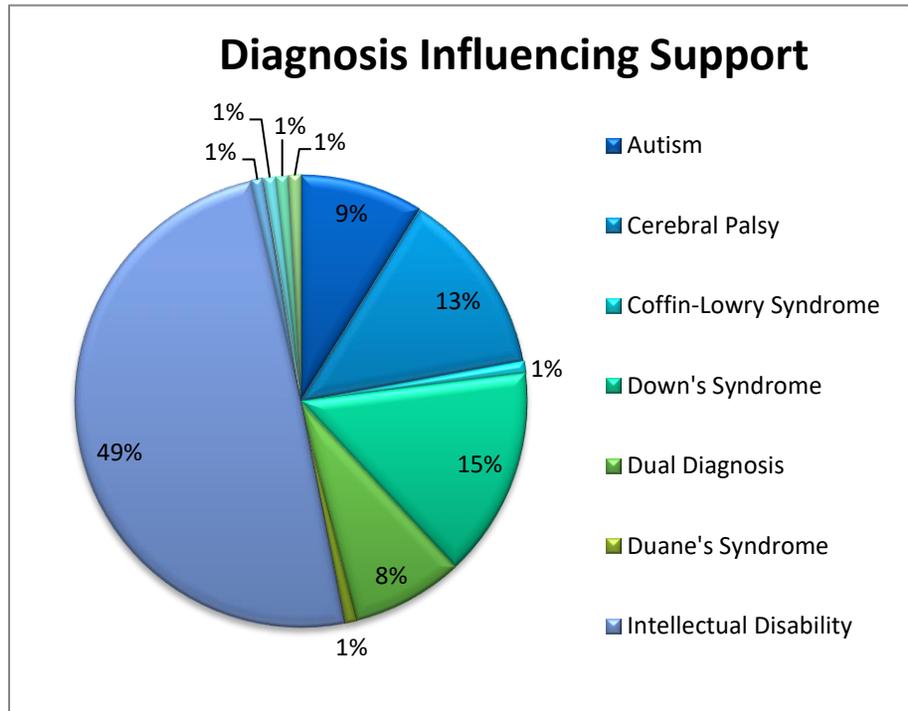
Heather Ungar– (Quality Assurance & Planning Coordinator)

Human Resource Management

- At December 31, 2019 Community Living North Grenville had 78 staff members.
- We hired 12 part time staff in 2019 and in addition hired 7 summer students.
- We did not hire any staff in administration.
- 4 part time Direct Support staff had the opportunity to work in a full time temporary position throughout the 2019 year.
- 2 part time Direct Support Professional staff moved into full time permanent positions. 1 Direct Support Professional moved into a Management role.
- We had 8 part time and 1 full time staff leave in 2019.
- Our staff turnover rate for 2019 is 11.5%.
- Our average age of all employees is 45 years old.



Characteristics of Persons Served



Mobility Assisted:	
Limited Mobility	8
Unlimited Mobility	92
Wheelchair Usage	10

There is one more person with wheelchair usage since last report.

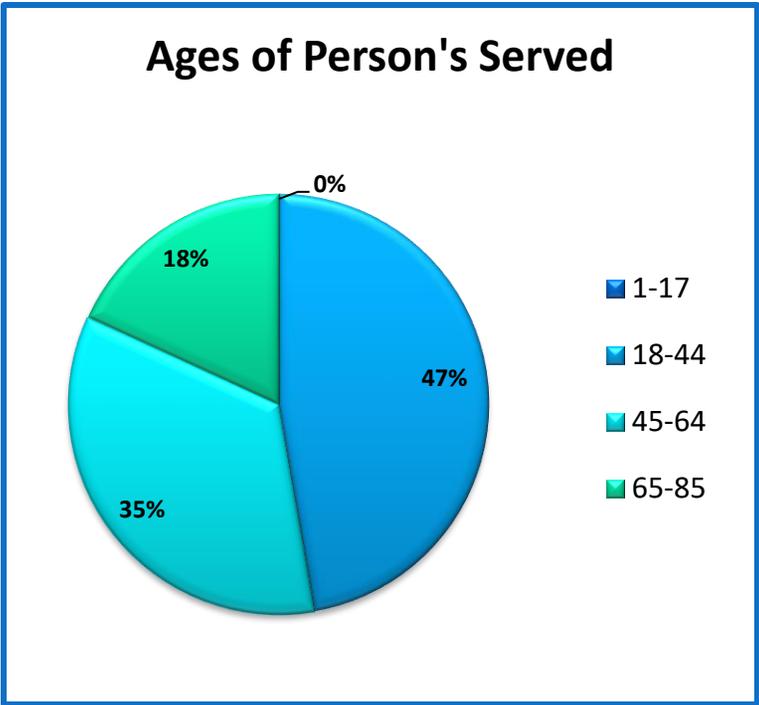
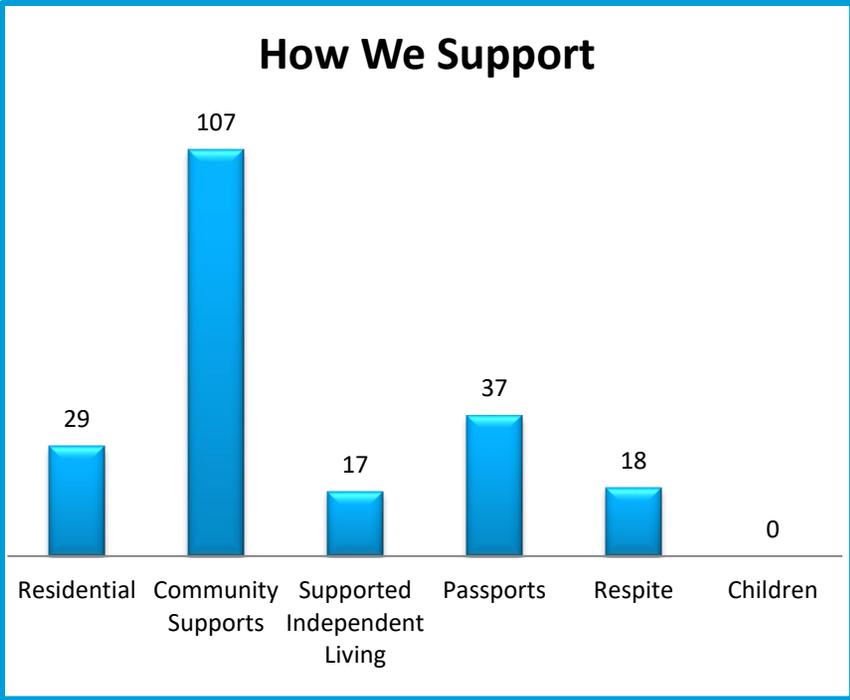


We support 71 men and 39 women

Last report we supported 68 men and 40 women.



In 2019 the Respite home supported many people for a total of 5,583 hours.



We operate 8 residential homes and 1 respite apartment.

Input from Stakeholders

The following outlines Community Living North Grenville’s plan to get input from its three groups of stakeholders: Persons Served, Support Staff, and Other Stakeholders (Community Partners, Family Members, Funders, etc.)

Year	Persons Served	Support Staff	Other Stakeholders
2019	<p>Community Living North Grenville will ensure that every year each person who receives services from us will have an updated annual SDSP completed that includes their input along with input from family, friends and their support staff.</p> <p>Community Living North Grenville supports a Rights Advisory Committee which obtains information from people who receive services and their support staff when rights may be restricted.</p> <p>A person centered interview (Outcomes Interview) will be completed annually with a sample of persons who receive supports.</p> <p>Community Living North Grenville makes it a practice to “ask” people on an ongoing basis whether they are satisfied with the supports that they are getting.</p> <p>People who receive services have a committee called the “Personal Empowerment Group” that meets regularly to identify educational topics and workshops that they would like Community Living North Grenville to present and host.</p>	<p>Monthly staff meetings.</p> <p>Professional Development Plans where Direct Support Professionals are encouraged to provide input and respond.</p> <p>Employer/Employee Committee. They meet quarterly.</p> <p>There are two suggestion boxes in the main building.</p> <p>Open door policy with all members of the management team.</p> <p>Core Competency Assessments are made available that help support staff with their professional and self-development.</p> <p>Staff survey sent out to all staff biannually.</p> <p>New employee hired survey completed by all newly hired employees within the first 2 months of hiring. Completed annually with all new hires each year.</p>	<p>Community Living North Grenville is connected with local colleges and continuing education programs to mentor possible future support staff.</p> <p>Community Living North Grenville’s Membership are invited to the Annual General Meeting where they vote on important issues such as Budget Approval and New Board Membership elections.</p> <p>Community Living North Grenville is partnering with the Ministry of Housing, the Municipality and local builders to begin building affordable housing.</p> <p>People are encouraged to provide feedback on the Community Living North Grenville’s company website.</p> <p>A survey is sent out to all community partners (CLNG volunteers and families of people receiving services every 3 years and where people supported are employed or volunteer biannually).</p>

VIP—Volunteer’s Inspiring Possibilities

In the spring of 2019, we sent out surveys to our 14 registered volunteers.

We had a return rate of 93%

Thank you everyone for your wonderful feedback!




When asked to rate how likely they are to continue volunteering at Community Living North Grenville...10 being extremely likely

- ✓ 11 people rated it a 10
- ✓ 1 person rated it a 9
- ✓ 1 person rated it a 6



How Long Have People Volunteered at CLNG

- ✓ 4 people since 2012
- ✓ 2 people since 2013
- ✓ 2 people since 2014
- ✓ 1 person since 2016
- ✓ 1 person since 2017
- ✓ 3 people since 2018
- ✓ 1 person since 2019

Summary of Person Supported Outcomes Interviews

- **Purpose**

To ensure that all people we support are satisfied with the supports they receive from Community Living North Grenville and determine what areas of life we can help people improve on.

- **Process**

Each year, since 2009, we have conducted outcomes interviews with people supported by CLNG. 10 outcomes were chosen that were defined by the people who receive our supports. This year 10 randomly selected people who receive support from Community Living were interviewed. Each person along with their support team and/or families determined if they felt that the 10 outcomes and supports below were present for them.

Outcomes Chosen by People Supported

- People in your life you can count on.
- Being safe in all areas of your life.
- Taking care of your health.
- Your rights and fair treatment.
- Freedom from abuse and neglect.
- Choosing where you live.
- My activities are meaningful to me.
- Goals.
- Privacy.
- Friendships.



- **Results**

We use outcomes interviews to learn about 2 things;

What is important to a person?

This is referred to as an “outcome”. If an Outcome is present that means that things are going well in the person’s life, and they have things the way they want them in that area of their life.

Do you get the help you need?

This is referred to as “supports”. If a support is present that means the persons support system are aware of their goals, and are helping them to meet them.

10 people who receive support from Community Living were interviewed. Each person along with their support team determined if the 10 outcomes and supports were present. There was a possibility of 100 outcomes and supports being present for the people who were surveyed.

Out of the possible **100 outcomes, 92, or 92% of people’s outcomes were present.**

Out of the possible **100 supports, 99, or 99% of people’s supports were present.** It is always a good result to have more supports than outcomes present, because it means that with continued support an outcome will likely be achieved by the people we support.



Personal Empowerment Group



In 2017 Wayne Richer, the President of the local People First chapter, was hired by Community Living North Grenville and participated in training to lead the annual education of **Advocates Against Abuse**. AAA provides training to help people to live a safe life without abuse. It also teaches how to report and to know who to report to if someone felt they were being abused. Participants received a certificate once completed. Wayne led his second session in December 2019.



In November 2019, Constable Annie Collins presented a session about **On Line Safety**. She discussed protecting your privacy online, and how 'meeting' a person on the internet is different from meeting people in real life. She discussed 'friends' on Facebook, and the dangers of sharing too much information. She utilized the Community Supports Smart Board with segments from an existing online safety presentation used at local secondary schools.



Risk Management

Risk exists in the day-to-day operations of Community Living North Grenville. We recognize we support some of our community's most vulnerable citizens. To provide people we support with no risk would mean people would never in many circumstances be exposed to or be provided with opportunities to become respected citizens in our community.

We do however recognize our responsibility to identify and minimize risk in a responsible yet respectful way. As an organization entrusted with the well-being of people with an Intellectual Disability we have a responsibility to them, their families, and our community.

The areas of risk that Community Living North Grenville looks at are as follows:

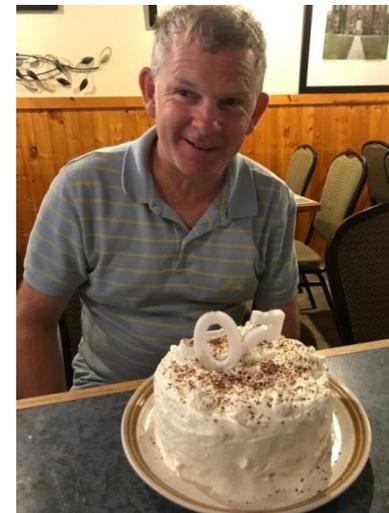
- Persons served and their families i.e. injuries and accidents; abuse and neglect; missing persons
- Finances of person served i.e. fraud and theft
- Employees i.e. injuries, accidents, illness, communicable diseases, staff turnover, strike, employment practices, and violations
- Board of Directors i.e. fraud, theft, legal requirements and liability
- Property Assets i.e. damage, accidents, personal injury and theft
- Community Involvement i.e. complaints
- Technology i.e. security information; privacy and confidentiality, theft , damage and misuse
- Financial practice i.e. fraud, legal requirements to record and report investment losses; lack of funding
- Organizational profile i.e. negative media coverage, loss of credibility and loss of funding

On an everyday basis, Community Living North Grenville minimizes risk by using training, policies and procedures, safe equipment and tools, and supervision.

Summary of Risk Management 2019-20

- Based on an on-line Risk Assessment Process with MCCSS, CLNG remains at a “Low” risk rating. The Risk Assessment is required every 3 years, and measures the following areas: Governance, Service Delivery, Stakeholder Satisfaction, Financial Risk, HR, Legal, and IT.
- CLNG is “In Compliance” following MCCSS’s annual compliance review in late February 2020. Programs reviewed included Group Living and SIL
- Compliance certificates completed in September 2019 by ED and Manager of Finance to confirm all requirements relative to Employment Standards, MCCSS reporting, Revenue Canada, annual audit and third-party reviews have been met with no issues.
- Health and Safety Committee’s annual Hazard and Violence Assessments are completed annually. Results of the assessments are included in the Health and Safety Summary in this report.
- In supporting people with challenging behaviours, many safety measures have been put in place to reduce the risk of harm to people supported and staff members. Some measures include environmental safeguards, double staffing, separate living quarters, a crisis response team, etc.
- An IT Audit was completed in accordance with this year’s annual renewal. More information can be found in the Technology and System Plan report.

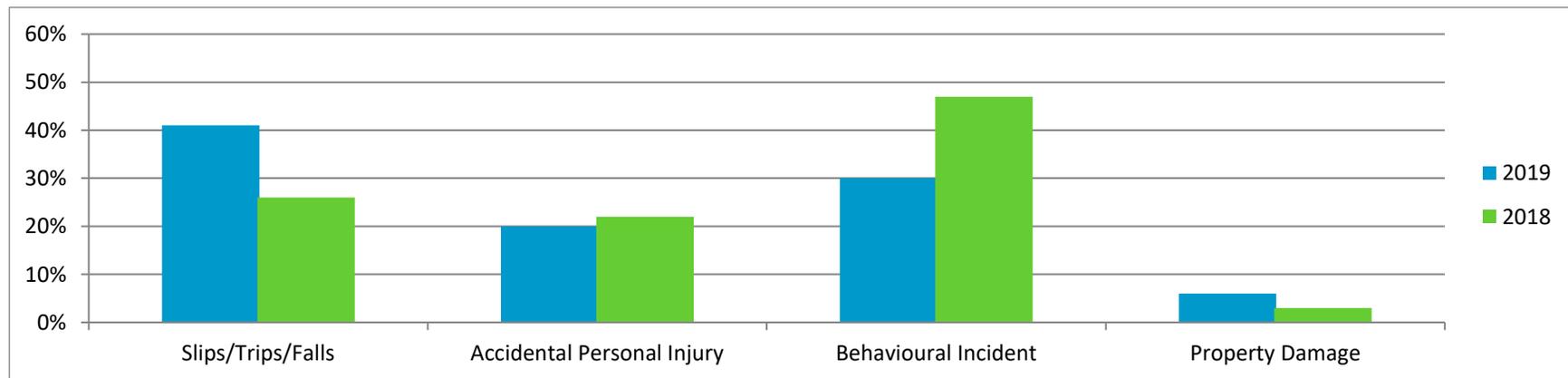
Note: to view the complete Risk Management Plan visit our website or request a copy from our Administration office.



Health and Safety

Two year comparison of accident and incident reports submitted to the Health and Safety Committee.

In total 83 reports were submitted in 2019 and 85 in 2018. This graph represents those accidents and incidents based on percentage of total reports. Incidents involving staff and individuals using services are tracked as part of our risk management strategy. This allows us to identify ways to prevent future occurrences, identify areas for staff training, and determine a need for change or addition to policies and best practices.



Observations:

- Number of reported incidents very similar to the previous year
- Slips/Trips/Falls account for the largest percentage of recorded incidents. (most related to icy/slippery pathways)
- Incidents relating to people with challenging behavior accounts for the 2nd largest number of reports (In the two previous years this accounted for the largest number of incidents). Annual Training and Review of CPI strategies remain important for staff, as does responsive behavioral management strategies.
- Debriefing process is an effective tool to discuss recommendations to responsiveness, environment, etc.
- The Health and Safety Committee works in cooperation with the Employer and Employees to promote safe and healthy work and living environments.

Together We're Better – Accessibility

Accessibility in Canada is about creating communities, workplaces, and services that enable everyone to participate freely in society without barriers. In 2019 it was identified that more than 6 million Canadians aged 15 and over identify as having one or more disabilities of some kind, whether it is related to hearing, vision, mobility, memory or something else.

Our own Accessibility Committee continues to work in co operation with CLNG to identify and remove barriers within our services, living environments, and the broader community.

Architectural Barriers:

- A number of assistive devices were installed at Kimberly that include a tracking and lift system, additional grab bars, transfer pole and hospital bed.
- The single front step at the southeast entrance of the Administration building was replaced with two steps with a much lower rise on each level.

Financial Barriers:

- Affiliation Funding is available for people who may need financial assistance for community participation (two people used this support in 2019)
- CLNG is working in partnership with the United Counties, the Ministry of Municipal Affairs and Housing, and Lockwood Brothers to complete an affordable housing project in our community
- SIL services actively support people to apply for and maintain affordable housing subsidy for a comfortable lifestyle.

Transportation/Community Integration

- CLNG continues to assist people to purchase accessible transportation through ATS (Allegiance Transportation services).

Environmental Barriers:

- CLNG uses a scent and dye free disinfectant cleaner and recognizes the importance of having scent sensitive environments.

Employment Accommodations:

- All employees receive annual on line training in accessibility standards and customer service
- The CLNG benefit plan enabled two staff to be off on long term disability for medical care.

Note: to review the complete Accessibility Plan, please visit our website, or request a copy from our administration office.



Technology and System Plan

Community Living North Grenville relies heavily on the use of computers, devices and electronic information to conduct its everyday business. As such, it is essential that the organization have procedures and policies in place that ensure that information technology is used appropriately, and that all information is protected and secured. It is further necessary that potential threats are minimized such that access to systems is uninterrupted as much as possible.

Summary of Activities for 2019

- The Comvida system, used for HR/Scheduling and Payroll was upgraded to its newest version, 5.1. This upgrade was a complete overhaul of the existing web-based application and has the capacity to automatically contact employees for available shifts.
- As per our insurance renewal requirement, a 3rd party IT Audit of our computer network and firewall was completed to ensure overall protection. The 3rd party audit revealed a “moderate” risk rating, and identified two-factor authentication as an added security measure.
- The Technology Standard within the CARF Accreditation standards was updated substantially in 2019, and thus a number of recommendations from our CARF review, related to cyber security and training were identified.

Goals for 2020

- Given the recent upgrade to the new server and Microsoft Office 365, all employees will be supplied with a work email account.
- Continue to use and train employees on the efficient use of our Comvida, HR/Payroll and staff scheduling software.
- Results and recommendations from the 3rd party IT audit will be reviewed and implemented as necessary.
- Recommendations following the CARF review will be implemented to conform to the 2019 technology standard.
- Given the current Covid 19 pandemic, virtual conferencing and technology will play a bigger role in how we connect with people, both in business operations and through virtual and on-line support. Consideration will be needed for updated technical equipment.

Note: to review the complete Technology and System Plan, please visit our website, or request a copy from our administration office.

Efficiency Measures

Adequate and timely orientation of new employees hired

Objective: To ensure timely and adequate orientation for all new employees hired.

Definition: All new employees hired will complete their orientation within one month of being hired and will report feeling confident and fully equipped to perform their assigned job duties, upon completion of their orientation.

Rationale: When new employees do not feel that they have received timely and adequate orientation there can be many negative impacts such as making errors which could cause liability issues and employee retention issues. Not having timely and adequate orientation has the potential of placing a very negative impact on the supports provided to the people we support.

Target: 90% of new employees hired will complete their orientation within one month of being hired and report that they felt confident in their job duties upon completion of their orientation.

Action Plan: To reach our target of 90%, we have begun to implement a very structured orientation process where each new hire meets with human resources, a health and safety rep, the quality assurance representative, and location supervisor, to ensure overall organizational orientation and location specific orientation is completed in a timely and adequate fashion. New hires will also work their first three shifts, in each location they are assigned to, job shadowing before they work alone.

Method: An orientation checklist will be completed, and dated, with all new employees as they go through their orientation. New employees will complete a survey to determine if they felt ready for their assigned job duties upon completion of this orientation.

Indicator	Who Applied To	Time of Measure	Follow-up Interval	Data Source	Obtained By	Target
Percentage of people hired that completed their orientation within one month of their hire date	All new employees	Jan 1, 2019 to Dec 31, 2019	Annually	Orientation Checklist	Human Resources	90% TARGET NOT MET
Percentage of new staff hired that report they felt confident to perform their full job duties after orientation was complete	All new employees	Jan 1, 2019 to Dec 31, 2019	Annually	New hire Survey	Human Resources	90% TARGET EXCEEDED

Key Findings:

Timely orientation of new employees hired

In 2018, 6 part time and 2 full time new staff were hired. All 8 new staff hired, or 100%, completed their orientation and began their full job duties within one month of being hired. Therefore, in 2018 we exceeded our target of 90% by 10%, with a result of 100%.

In 2019, 12 new part time employees were hired. 9 out of 12 new staff hired, or 75%, completed their orientation and began their full job duties within one month of being hired. Therefore, in 2019 we missed our target of 90% by 15%, with a result of 75%.

Note:

** Due to the nature of part time work, many new employees with CLNG who are hired as part time also hold employment at another organization. From time to time, CLNG must work around these other employer's schedules in order to find dates that will work for orienting new employees to our workplace. This can delay the process for a new employee completing their orientation within the goal of one month.*

Adequate orientation of new employees hired

In 2018, new hire surveys, to determine if new staff felt confident to perform their full job duties, were sent to all 8 new hires and 6 were returned completed. From these 6 new hires that completed the survey, 5 or 83% reported that they felt confident to perform their full job duties after orientation was complete. Therefore, in 2018 we missed our target of 90% by 7%.

In 2019, new hire surveys, to determine if new staff felt confident to perform their full job duties, were sent to all 12 new hires and 5 were returned completed. From these 5 new hires that completed the survey, 5 or 100% reported that they felt confident to perform their full job duties after orientation was complete. Therefore, in 2019 we exceeded our target of 90%.



Respite Apartment Use

Objective: To measure how and when the respite apartment is in use.

Definition: Ensuring that respite is available to people within our community has become invaluable. Out of home respite provides a safe and supportive environment for people to learn. Planned respite is a proactive and preventative way for people to experience life. Collecting data on how and when the respite apartment is used will help us to determine as an association if it is being used efficiently.

Rationale: Community Living North Grenville is required to provide the Ministry of Children, Community and Social Services with data in regards to how we use the funding dollars allocated for Respite. The data collected will help us identify whether the amount of funding dollars is adequate for the needs that people have in this sector for Respite.

Target: Respite apartment is in use 237 days of the year, or 65% of the time. Remember that young people want to enjoy respite with their friends. Accessibility is an issue for this location, making it necessary to provide this support in another location.

Action Plan: To reach our target of 65%, the Respite apartment will be made available to families and individuals in our community looking for services in regards to respite and/or independent skill building. Community Living North Grenville will continue to promote the use of our respite apartment for self-funded and for week day respite.

Method:

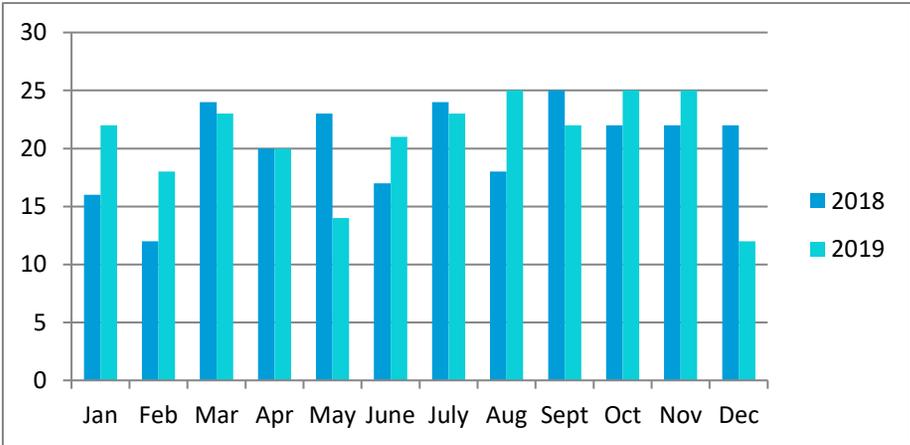
- During the intake process, information on the respite apartment will be presented to people.
- Information regarding availability is tabled at the Leeds and Grenville Out of Home Respite Advisory committee for Adults and the Leeds and Grenville Respite for Children With Complex, Multiple, Special needs, who meet on a quarterly basis.
- Development of a plain language fact sheet to be provided during intake, along with developing a plain language set of criteria for accessing the location during times when the respite apartment is self-funded.
- Promotion of the respite apartment to Community Supports during the redevelopment of their services.

Key Findings:

In 2018, the Respite apartment was used 208 days for overnight respite and 37 days by Community Supports for skill development, such as cooking classes, etc. throughout the year. In total the respite apartment was used 245 days this year. This is an **increase**, from 2017, in usage for the apartment when it was used 234 days throughout the year. Therefore, in 2018 the respite apartment was used 69% of the time, indicating we exceeded our target of 65% by 4%.

In 2019, the Respite apartment was used 206 days for overnight respite and 44 days by Community Supports for skill development, such as cooking classes, etc. throughout the year. In total the respite apartment was used 250 days this year. This is an **increase**, from 2018, in usage for the apartment when it was used 245 days throughout the year. Therefore, in 2019 the respite apartment was used 71% of the time, indicating we exceeded our target of 65% by 6%.

Number of Days the Respite Apartment was Used



Business Function Outcomes

To Operate Within Budget

Objective: To operate within budget.

Definition: To ensure Community Living North Grenville utilizes Ministry of Children, Community and Social Services (MCCSS) budgetary funding in an effective and efficient manner and not be in a deficit situation at year end.

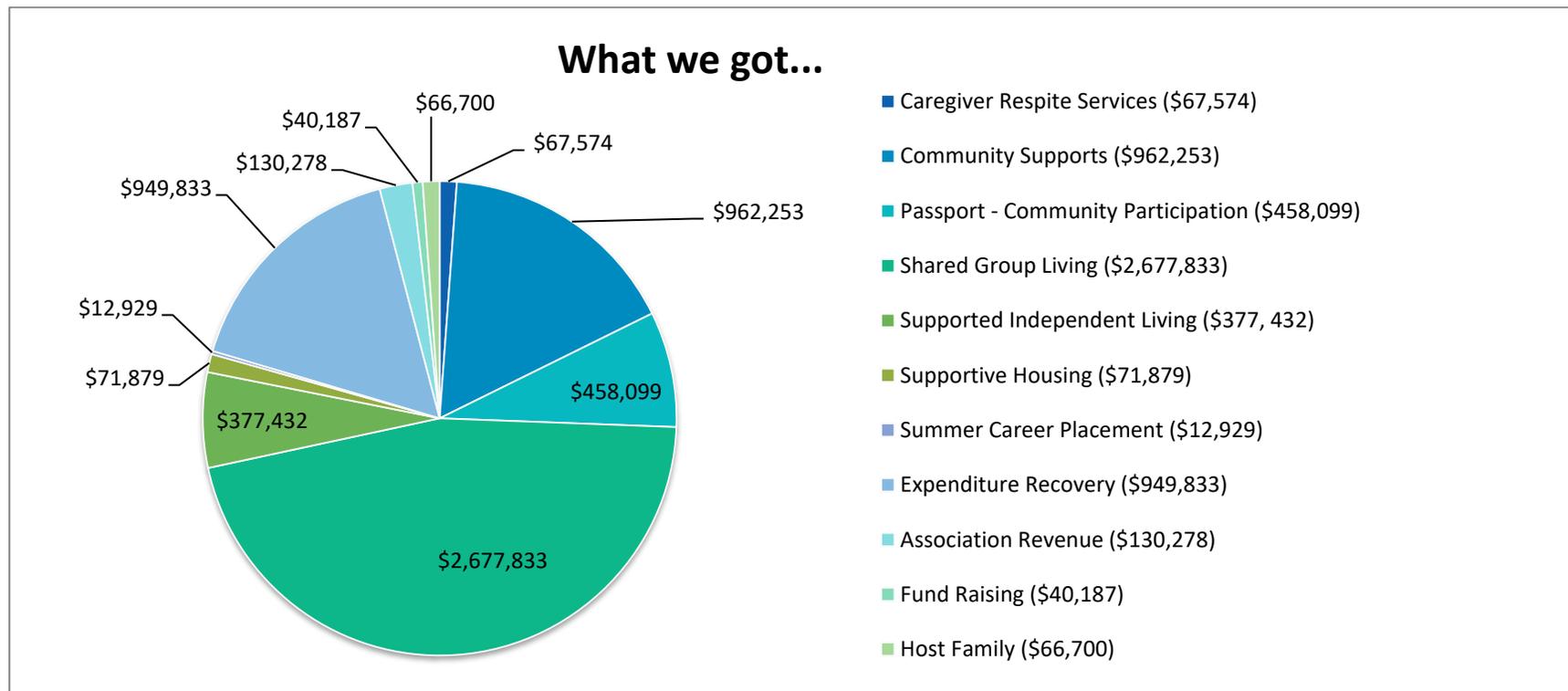
Rationale: To ensure seamless supports for persons served, managing financial resources is critical. Community Living North Grenville responds to the challenge by setting a target of operating within two percent of approved budget.

Target: Community Living North Grenville will operate within 2% of their approved MCCSS budgetary funding for the year.

Method: Budget is set out at the beginning of the year and approved by the Board of Directors. Budget includes staffing and other operating expenses. They are approved by MCCSS. It continues to be monitored on a monthly basis by the Executive Director, Board of Directors, Manager of Finance and Administration, and the Director of Service. Quarterly reviews are submitted to MCCSS.

Key Findings: August 2020: At the annual audit completed by an independent accounting firm, it was reported that, for the fiscal year 2019-2020, Community Living North Grenville delivered balanced budgets within programs, with a surplus declared in its Group Living budget. Community Living did not receive any “one time funding” for Dedicated Supportive Housing (DSH), as is usual, to balance that budget. Community Living received authorization from MCCSS to cover the deficit in DSH, from Group Living. There was an increase in Passport funding again this year. This funding continues to be an important source of revenue. Community Living North Grenville once again received Stabilization Funding. Budgets were carefully monitored throughout fiscal year 2019-2020 to ensure a balanced budget was delivered. The Supervisors of Residential Services and the Director of Service continue to scrutinize their budgets, helping to keep our day to day costs reasonable.

Indicator	Who Applied To	Time of Measure	Follow-up Interval	Data Source	Obtained by	Target
To operate within 2% of approved MCCSS funding for all programs	All Community Living North Grenville services	Annually April 1, 2019 to March 31, 2020	Monthly Report to Executive Director and Board of Directors	Annual Audited Financial Statements by independent accounting firm	Manager of Finance and Administration	Operate within 2% of budget Target Met



All staff will maintain up to date mandatory training.

Objective: To ensure all staff maintain up to date mandatory training.

Definition: All staff will receive and complete all mandatory training that pertains to their employment at CLNG.

Rationale: When staff have access to and complete training in a timely manner, supports that people receive will meet all of the requirements established by the Ministry of Children, Community and Social Services and will continue to increase the quality of supports that we provide to people.

Target: 95% of staff will complete all mandatory training when trainings are established as due.

Action Plan: To reach our target of 95%, we have implemented an internal training system to complete all organizational specific training and continue to organize First Aid, CPR and CPI training when needed for each staff member. Human Resources continue to track that all training is met for each staff by the deadlines set out.

Method: All staff will receive monthly reminders and access to complete monthly organizational training on our internal training system. All staff will complete First Aid/CPR every 3 years and CPI every 2 years as required.

Indicator	Who Applied To	Time of Measure	Follow-up Interval	Data Source	Obtained By	Target
Percentage of staff that have maintained up to date monthly internal training	All employees	Jan 1, 2019 to Dec 31, 2019	Annually	Reports from internal training system	Human Resources	95% TARGET EXCEEDED
Percentage of staff that have maintained First Aid/CPR and CPI training	All employees	Jan 1, 2019 to Dec 31, 2019	Annually	Training reports from internal training system	Human Resources	95% TARGET EXCEEDED

Key Findings:

In 2018, 61 of 63 staff maintained and kept up to date on monthly organizational specific training. Therefore, in 2018 we exceeded our target of 95% by 2%, with a result of 97%. **In 2018**, 61 of 63 staff maintained and kept up to date First Aid/CPR and CPI training. Therefore, in 2018 we exceeded our target of 95% by 2%, with a result of 97%.

In 2019, 76 of 78 staff maintained and kept up to date on monthly organizational specific training. Therefore, in 2019 we exceeded our target of 95% by 2%, with a result of 97%. **In 2019**, all staff maintained and kept up to date First Aid/CPR and CPI training. Therefore, in 2019 we exceeded our target of 95% by 5%, with a result of 100%.



Effectiveness Measures

People we support will set and meet at least one goal.

Objective: To ensure that people we support are setting goals and meeting them every year.

Definition: All people who receive support from CLNG will set and meet at least one goal every year, as identified in their Self Directed Support Plans.

Rationale: When people who we support continuously set and work towards meeting their goals they realize their options for making progress and move towards the meaningful life they want.

Target: 90% of people served will set and meet at least one goal every year.

Action Plan: To reach our target of 90% people supported will set and meet at least one goal a year. When they have reached a goal they will set another goal so that people are continuously working towards a goal at all times.

Method: Every person that we support will set at least one goal, formally, at least once a year in their Self Directed Support Planning meeting. These goals can be revised throughout the year, by staff and people who receive services, as goals are met and/or changed. MCCSS will review SDSP's to determine that goals are being set and worked towards during their annual compliance review. As goals are set they will be entered into our data collection tool, Comvida, where we will be able to monitor if they are being met.

Indicator	Who Applied To	Time of Measure	Follow up Interval	Data Source	Obtained by	Target
People are setting and meeting at least one goal every year.	All people receiving supports from CLNG.	January 1, 2019 – December 31, 2019	Annually	SDSP's/Compliance Review/ Comvida	Support Staff/Planning Coordinator	90% TARGET NOT MET

Results 2018:

All people receiving supports through Community Living exceeded the target of 90%, 94 out of 102 people supported, or 92% of people set and met at least one goal this year.

Results 2019:

People receiving services through **Residential Support exceeded** the target of 90%, 27 out of 29, or 93% of people set and met at least one goal this year.

People receiving services through **Supported Independent Living did not meet** the target of 90%, 17 out of 19, or 89% of people set and met at least one goal this year.

People receiving services through **Community Supports did not meet** the target of 90%, 49 out of 59, or 83% of people set and met at least one goal this year.

Therefore **all people we support combined did not meet** the target of 90%, as only 93 out of 107, or 87% of people set and met at least one goal this year.

Note:

**This year's reporting on this measure, was broken down into 3 areas, Residential Support, Supported Independent Living and Community Supports, to receive a more accurate picture of how people who use all of our service areas are progressing with setting and meeting at least one goal.*

**It has been determined that some of the people who receive our services outcomes data had not been uploaded into our database, which also impact the figures. It appears that there is a procedural issue where entering this data into Comvida is concerned. A quarterly check will be implemented to ensure that all data is being entered on a regular basis.*

People we support have a Self Directed Support Plan

Objective: To ensure that persons we support have their Self Directed Support Plan completed annually, within 16 months of the previous year's plan.

Definition: The Self Directed Support Plan involves person we support, families, friends, and support staff. Person directed planning puts the person we are supporting at the heart of the important decisions that will affect their own lives.

Rationale: The process of self directed planning gives people more choice and control over their own lives. Person directed planning is an ongoing process that begins with listening in order to understand what is really important to a person. Planning decisions build on dreams, strengths and capacity. Person directed planning may be focused on the development of relationships as well as on ways to access community resources to develop a good life. The Ministry of Children, Community and Social Services requires Community Living North Grenville to annually have each person we support to participate in a Self Directed Support Plan. Each person's plan is completed during their birthday month.

Target: Our target will be 95%.

Method: Support staff will initiate conversations and plans with the people we support and set a date for a formal or informal meeting. A standard form is used as the basis for writing and planning each year. Once everyone is satisfied with the plan it is used to determine the priority outcomes for the individual that is being supported.

Considerations: There might be times when a Self Directed Support Plan does not get completed annually during a person's birthday month due to; illness, vacation, or personal preferences. When people receive services through Community Support in addition to Residential Support or SIL support, their SDSP is completed and recorded by either Residential or SIL supports, in consultation with Community Supports.

Indicator	Who Applied To	Time of Measure	Follow-up Interval	Data Source	Obtained By	Target
To ensure that people we support have their SDSP completed annually	All people receiving services from CLNG	January 1 st , 2019 to December 31 st , 2019	At the monthly manager's meetings	Persons Served Data Base	Administrative Support	95% TARGET NOT MET

Results 2018:

People receiving services through **Residential Support** exceeded the target of 95%, 28 out of 28, or 100% of people had their Self Directed Support Plans completed within 16 months of the previous plan.

People receiving services through **Supported Independent Living** met the target of 95%, 18 out of 19, or 95% of people had their Self Directed Support Plans completed within 16 months of the previous plan.

People receiving services through **Community Supports** exceeded the target of 95%, 47 out of 49, or 96% of people had their Self Directed Support Plans completed within 16 months of the previous plan.

Therefore all people we support combined exceeded the target of 95%, 93 out of 96, or 96% of people had their Self Directed Support Plans completed within the 16 months of the previous plan.

Results 2019:

People receiving services through **Residential Support** exceeded the target of 95%, 29 out of 29, or 100% of people had their Self Directed Support Plans completed within 16 months of the previous plan.

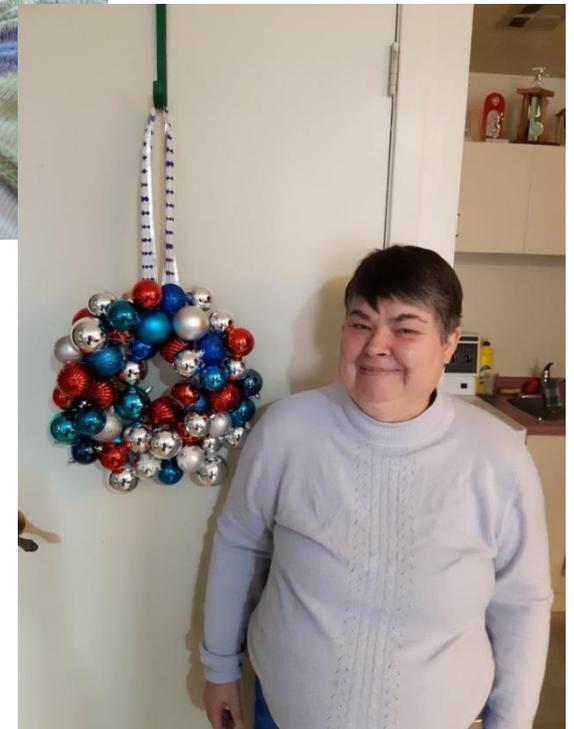
People receiving services through **Supported Independent Living** met the target of 95%, 18 out of 19, or 95% of people had their Self Directed Support Plans completed within 16 months of the previous plan.

People receiving services through **Community Supports** did not meet the target of 95%, 54 out of 59, or 92% of people had their Self Directed Support Plans completed within 16 months of the previous plan.

Therefore all people we support combined did not meet the target of 95%, 101 out of 107, or 94% of people had their Self Directed Support Plans completed within the 16 months of the previous plan.

Note:

**It has been determined that some of the people who receive our services outcomes data had not been uploaded into our database, which may also impact the figures. It appears that there is a procedural issue where entering this data into Comvida is concerned. A quarterly check will be implemented to ensure that all data is being entered on a regular basis.*





Service Access Measure

Ensuring Families Receive Prompt Services after Referral

Objective: To ensure families receive prompt services after the initial request for service.

Definition: When people or their families require support Community Living North Grenville will respond in a timely manner.

Rationale: Community Living North Grenville strives to engage families as quickly as possible. It is our priority to respond to families and people looking for services in a timely manner so they will be in the best position to receive service as resources become available.

Target: People and their families will have their requests presented to Developmental Services Ontario South East Region within sixty days following the initial request for service from a family or their designate. We expect to achieve a 95% success rate.

Method:

- Community Living North Grenville employs a supervisor on staff to interview people and put together their application package to be sent to Developmental Services Ontario South East Region.
- People and their families will be made aware of the process and be informed of all the steps. The supervisor will remain connected with the people and their families applying for services to monitor its progress.
- An assessment officer from Developmental Services Ontario will visit the person at their home or at a local pre-arranged location to complete the remaining necessary paperwork and assessments.
- Community Living North Grenville does not confirm a person's eligibility for service. Developmental Services Ontario will connect with the family upon their determination if the person is eligible or not.

Considerations: People and families must provide Community Living North Grenville with certain documents in order for them to present a complete application package to Developmental Services Ontario. This will affect the timeframe in which the application will be sent from Community Living North Grenville.

Indicator	Who Applied To	Time of Measure	Data Source	Obtained by	Target
Percentage of people whose profile submitted to Developmental Services Ontario-South East Region	All people looking for services requiring their profile to be submitted	Sixty days from the initial contact	Interview with families and persons served assessments	Intake Team	Greater than 95% Target Met

In 2019 our intake team met with a total of 10 people who were looking for services. The shortest interval of time before initial contact and meeting with us was 4 days and the longest was 16 days. Therefore, we **met our target** of 60 days from initial contact until their profile was submitted to the DSO.

Out of these 10 people, 7 were already confirmed eligible for supports by Developmental Services Ontario before meeting with them.

Out of these 10 people, 6 were given information about services and supports elsewhere due to being out of our catchment area, still attending school and being under 21 years of age, and/or looking for services that we do not provide (full day programming).

Out of these 10 people, we began supporting 4 people. 2 individuals moved into our group living environments and 2 began receiving supports from Community Supports.

In Our Community



Susan celebrated her 59th bday this year with friends.

Our local People First Chapter hosted the Eastern Regional Meeting on Saturday, May 11th, 2019. Deputy Mayor Jim McManaman was one of the guest speakers.



Dan celebrated his 60th birthday back in June with his good friend Clinton and Connor. The picture of him on the chair is from their weekly BBQ together.



Tim got to ride the new 'wheels' at Mooney's Bay beach and also had some unexpected visitors.



Jen had a wonderful evening out enjoying the musical talents of her favorite teacher Kevin from Rock My House.

Jen was thrilled to have the opportunity to sing & play her shaker with the band.



Andy receiving his Christmas present from Bayfield where he volunteers.

Data Integrity

Community Living North Grenville recognizes the importance of data collection. We do this to ensure **“that all Persons live in a state of dignity, share in all elements of living in the community, and have the opportunity to participate effectively”**.

Reliability is meant to ensure that data is collected consistently and in a way that could be reproduced at another time and by other people.

- **Outcomes Interview** tool was designed by The Council on Quality and Leadership. Community Living North Grenville modified this outcomes tool to fit our organization. The people that complete the interviews with persons served have received training and were certified through The Council.
- **Human Resources** department collects and monitors data in relation to attendance. Data is collected from some internal documents and the integrated HR & Staff Scheduling database system, Comvida. This minimizes the risk of the data not being collected the same way each time.
- **Information Technology** is monitored by a third party working closely with Community Living North Grenville’s Technical Support staff. Community Living North Grenville purchased a data collection tool, Comvida. Using this tool will make sure the data collected is correct.
- **Financial Information** is generated by the Finance Manager monthly for each program and submitted to the Executive Director for review. Financial reports are also reviewed at the monthly Board of Directors meetings. A yearly financial audit is performed by an independent accounting firm. The Ministry of Children, Community and Social Services requires an annual Transfer Payment Annual Reconciliation (TPAR) and an Annual Information Return (AIR) is provided for the Ministry of Housing (Supportive Housing).
- **Intake** documents which are used to collect information are provided through an assessment process by our local Developmental Services Ontario regional office. The same tool is used for each person who goes through the intake process, thus ensuring the information is uniform.

- **Information gathered about Persons Served** is gleaned from the General Service and Self-Directed Support Plans, Medical Appointment Forms, Face Sheets, Quarterly Reports and Risk Assessments. Primary advocates along with their supervisors complete these above mentioned forms thus ensuring uniformity.

Validity means the data measures what it intends to measure.

- Community Living North Grenville trusts its data is valid because it comes from persons served, support staff, family members and all others who have a vested interest in ensuring quality of service.

Completeness means only that the data is complete as possible and that obtainable data is not missing.

- We collect data on all programs locations and all persons served to ensure that it is complete.
- Records of persons served are annually updated by the primary advocate. This information is then given to Administrative Support to input into the data base.

Accuracy means that all data is recorded properly and that any errors are caught and corrected.

- Spot checks are completed by Program Managers, Primary Advocates and the Executive Director to ensure accuracy.
- Data accuracy is verified through channels of management and staff. It is substantiated by accompanying documentation.

Glossary of Terms

Objective:	The goal intended to be obtained.
Definition:	An explanation of the goal.
Rationale:	A description of why the objective is important to all involved.
Target:	The level to which the program aspires to reach.
Method:	A description of how Community Living North Grenville works towards the attainment of the goal.
Key Findings:	A description of any noteworthy information that may have been uncovered when analyzing the data, including a comparison of data over time.
Consideration:	Any vulnerability in the method of collecting and/or analyzing the data which may impact the outcome.

Types of Measures

Efficiency:	A measure that examines different aspects of resources used, such as adequate and timely orientation of new employees hired.
Business Function:	A measure that examines different administrative aspects of the agency.
Effectiveness:	A measure that examines the direct impact of our services on the persons served.
Service Access:	A measure that determines if persons served and their families are accessing services in a timely fashion.

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Scheduling Coordinator	Alishia VanderMey	Ext 135
Director of Services	Brenda Dillabough	Ext 113
Residential Supervisor	Tina Smith	Ext 125
Residential Supervisor	Kathy Botham	Ext 131
Clinical Supervisor	Sandra Harrison	Ext 130
SIL/Respite Supervisor	Carole Estey	Ext 112
Community Inclusion Supervisor	Nancy Fischer	Ext 114
Quality Assurance & Planning Coordinator	Heather Ungar	Ext 136

Visit Our Website: www.communitylivingnorthgrenville.ca

If you have any questions or comments about this Management Report please contact Sandra McNamara at (613) 258-7177 ext 111.