

COMMUNITY

# ANNUAL MANAGEMENT REPORT

2023- 2024

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## Land Acknowledgement

Community Living Durham North acknowledges that this organization lies under the Williams Treaties and the traditional territory of the Mississaugas, a branch of the greater Anishinaabeg Nation, including Algonquin, Ojibway, Odawa and Pottawatomi. We recognize that land acknowledgments are not enough. We need to pursue truth, reconciliation, decolonization and allyship in an ongoing effort to make right with all our relations.

# VISION AND MISSION

## VISION

**A community where everyone is  
valued**

## MISSION

**To offer quality services and  
supports built on choice and  
advocacy, while fostering the  
community's capacity to value all  
members.**

# How We've Pursued our 4-Point Strategic Plan

## 1 - We will provide services and supports that are second to none in their level of quality

This can't be done with levels of funding left to stagnate for six years or more. CLDN contributed to the province wide #5toSurvive campaign that lobbied the Ford government for badly needed funding increases. We met locally with MPPs Todd McCarthy (Durham) and Laurie Scott (Haliburton-Kawartha Lakes-Brock) in January 2023 and then again with MPP McCarthy, at Queen's Park, in May 2023.

And we reinforce this work by maintaining our profile in the community. In May 2023 (and 2024) we again celebrated May as Community Living Month at municipal flag raising ceremonies across north Durham.

A high quality of service requires that staff resources are available to people when they are needed. Historically, Overnight Awake shifts are the most difficult to fill in the event of vacation or illness. This problem has been overcome by adding a shift premium of \$4.00 per hour to the base rate of any staff who completes such a shift.

We continue to provide facilitation supports to assist the work of the A-TEAM, CLDN's group of self-advocates. Recently, it re-wrote the most important piece of Policy C-24, our Statement of Rights.

Two of its members are active on the provincial stage, as members of Community Living Ontario's Council, and as such they participated in a meeting with Minister Parsa on CLO's Day at the Legislature.

The ATEAM continued its working partnership with Durham College through 2023-24, participating in events that involve DSW students and the College's Community Integration Through Co-operative Education (CICE) program.

We have a dynamic coaching program in place to facilitate the onboarding of new employees. This program is designed to develop the essential skills needed for effective and safe support. By offering support and education, we aim to build a well-rounded team. Our coaching tool helps staff practice and refine new skills, seek clarity, show respect, and address any issues directly with colleagues. New employees will be paired with a coach for their first six consecutive shifts, when possible, to guide them in understanding their role and its expectations. At the end of each shift, employees complete journals to reflect on their accomplishments and any questions they may have, while coaches provide feedback. This process fosters opportunities for learning and interaction with experienced team members.

Our Compliance Inspection occurred this year between October 23 and November 1, 2023. It was successful - a total of three citations that were immediately addressed (see detailed report below).

During the years of COVID our Annual Christmas Dinner & Dance had to be cancelled and it was much missed by people supported by the agency. Lots of creativity and some expense went into trying to sustain morale during Christmases celebrated without the presence of family and friends. Finally, in 2023 the Christmas Dance tradition was reinstated, and at the suggestion of the Employee Relations Committee, we began in 2024 to inaugurate a summer equivalent, our Summer Social.

Our Housing and Homelessness Program obtained a funding enhancement from Durham Region and maintained its partnership with The Nourish and Development Foundation.



## 2- We will value our employees; recognize effort and achievement, and seek out and cultivate potential leaders

Our first EDI policy was begun and will be approved by the board of directors in 2024-25.

With our CUPE partners, we agreed to new CBA language that permits employees, under certain circumstances, to substitute holidays important to them for non-statutory holidays previously recognized in our agreement, such as the August 1 Bank Holiday.

HR now issues E-Blasts every few days acknowledging a diverse range of religious and cultural holidays celebrated around the world. Often our monthly Staff Newsletter “The Enquirer” takes a more in depth look at upcoming celebrations.

In November 2023, Team Leaders across the agency, along with all managers and directors, participated in EDI training courtesy of Sharri Ann Edmunds.

EDI is a standing agenda item on all meetings of our Employee Relations Committee.

Our Leadership Program has continued to churn out skilled graduates (see detailed report below).

The most serious irritant in Employee Relations in recent years was our inability to approve vacation requests, because other, existing staff could not be relied upon to pick up the abandoned shifts. Even with managers doing work of the bargaining unit, vacation requests were being approved conditionally and then sometimes denied. The problem receded somewhat with COVID. But it has been largely solved by an innovation with significant budgetary implications. We now have full time and part time “Floats.” These are Professional Support Workers who are based in programs where they are surplus to need. They have a set schedule and show up each day at their designated base, but they can then be dispatched to wherever in the agency they are most needed. For this difficult and highly flexible role, they are paid \$3.13 to \$3.50 more, per hour, than their more stationary peers.

Our last round of bargaining resulted in a 3-year agreement that extends to March 31, 2026. In addition to significant wage increases and another 1% invested into employee pensions, a further highlight was the extension of our Employee Assistance Plan to part time employees.

This year we rolled out a literal red carpet for forty-eight dedicated staff members who received their Years of Service Awards. One person received a 40-year award; another hit the 35-year mark. Five people received recognition for 25 years, and many more received recognition for their 20, 15, 10 and 5 years of service to CLDN.



Our Big Believer – High Achiever recognizes individuals or teams who excel in supporting others and who contribute significantly to the success and well-being of the people they support. Colleagues or managers can submit nominations for individuals or teams demonstrating outstanding support. Each month, the Managers/Directors group reviews the nominations and votes on the recipient. The selected individual or team receives the "Big Believer – High Achiever" award for that month. A synopsis of each monthly awardee is compiled and sent to the Board of Directors annually.

The Board of Directors reviews the annual synopses and selects one nominee to receive the "Star of Excellence" award, which recognizes exceptional support throughout the year.



### 3 - We will pay close attention to helping people and families who are on the margins of the service system, who want to manage their supports independently, or who are “waitlisted”

In September 2023 we opened a lovely new home in Greenbank, after renovating it to meet some very specific needs. This initiative enabled some people to return to the community after being housed in hospitals for protracted periods.

Via our Transition Home, three additional people identified as being in crisis were able to move into our Group Living accommodations.





## 4 - We will improve and modernize our business and administrative processes/tools so as to operate more economically and professionally

We have signed a contract with UKG and are currently in the training phase. In the next year, it is expected we will have a seamless interface among HR, Payroll and Scheduling.

Our new UKG database will enable HR to manage and analyze data in a way that has not been possible to date.

We have made significant investments to improve our Cyber security, all remote locations (program sites, secondary offices and managers working from home) now use Multi-Factor Authentication, either hardware or software tokens, to access our server.

We have invested in “Speaker Focus” Zoom technology to enhance the quality of the hybrid meetings that have become standard, for Boards and Staff, in the wake of COVID-19.

We moved our email system from our own server to Microsoft 365 availing ourselves of Microsoft’s protections against email spam and viruses.

The Board approved new Bylaws and Articles of Incorporation that are compliant with Ontario Not-for-Profit Corporations Act (ONCA). As part of this process, we elected to move to a closed Board to eliminate the risk inherent in declining association memberships.



# Our Leadership Program

Our Internal Leadership program was introduced in 2018; to date we have fourteen graduates. To enter the program, people must apply and be accepted. They are then matched to a manager who provides mentorship through (a) face to face discussion (b) the review of written materials and (c) by including the person as the mentor performs key elements of the managerial role. In this way the mentee might share on-call responsibilities over a weekend or look in on an annual meeting in which a program's fiscal budget is being developed. Typically, the participant will also be enrolled in external training when a specific need area is identified. With their permission, graduates are celebrated in the agency newsletter and there is a waitlist maintained of interested applicants.

More seasoned managers typically mentor people already in a Team Lead role, hopefully equipping them for a future promotion into management. Newer managers who have excelled as Team Leaders, mentor Direct Support staff who have their eyes on a Team Lead role.

In 2023-2024, seven managers fueled the program. Two of them mentored would be managers and five worked with Team Lead aspirants.

This year, we had three employees enrolled in the Team Leader mentorship, two of the three have completed the program and one is on their final step. We had two employees graduate from the Manager Mentorship program and one is wrapping up. One of the recent graduates is currently completing a Managerial contract. Six of our current managers and four Team Leads are graduates of the Leadership Program.

We are continuously reviewing the course content and updating information as necessary and making each person's experience individualized and geared towards the skills they would like to improve. We have added to the practical learning experiences as well. One current mentee presented to the Management group about being a good ally as they learned more about EDI. We have received positive accolades from all of our graduates about the course content, the amount they learned and the confidence they have in their leadership skills.

Promoting internally has always been one of CLDN's strong points. Of our eleven current Program Managers, eight of them were hired internally, having previously worked for CLDN in a direct care capacity (or, in one case, in Finance). Both of our HR Managers, the HR Director and both Program Directors were also "home grown."



# Our Housing and Homelessness Support Program (HHSP)

April 2023 – March 2024

Community Living Durham North operates a Housing and Homelessness Support Program (HHSP) that is funded by the Region of Durham. The HHSP program provides housing stability support to people in the Scugog, Brock and Uxbridge Townships. It consists of two Outreach Workers and a Program Manager that assist people to find and maintain affordable housing. The Outreach Workers provide a wraparound service connecting people to the various programs and resources available to them. For example, Outreach Workers will assist with housing subsidies, RGI housing applications, mediation with landlords, rent smart training for tenants, employment supports, mental health supports, harm reduction supplies and education, ID replacement, income supports to apply to Ontario Disability Support Program/Ontario Works, warming solutions in winter, and landlord tenant board hearings. A priority of the program is to utilize a “Housing First” approach to ensure people are connected within their community and are safe.

HHSP Outreach Workers are vital to the prevention of homelessness; therefore, it is important that they have specific knowledge and skills to ensure success. CLDN HHSP workers continue to educate themselves and/or recertify in many different areas, including: Ontario College of Social Workers and Social Service Workers certification; ViSPADT (a risk prevention and assessment tool used to get people on the By-Name List), Mental Health First Aid, ASIST workshop; Applied Suicide Intervention Skills Training; Mental Distress, Recognition and Response Workshop; Harm Reduction training; Crisis Response Planning; Motivational Interviewing; and Addictions and Mental Illness, Working with Co-Occurring Disorders - to name just a few.

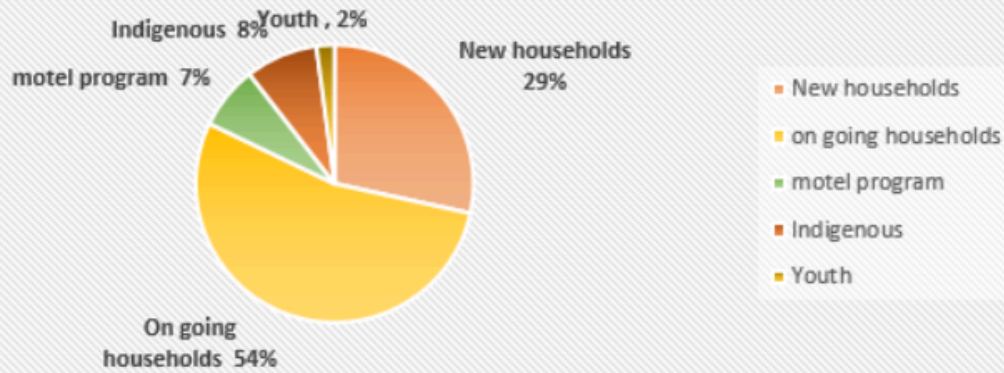
The following chart presents historical data regarding the number of people for whom housing was obtained or maintained.

Year	People Housed
2019	36
2020	45
2021	41
2022	57
April 2023-March 2024	81

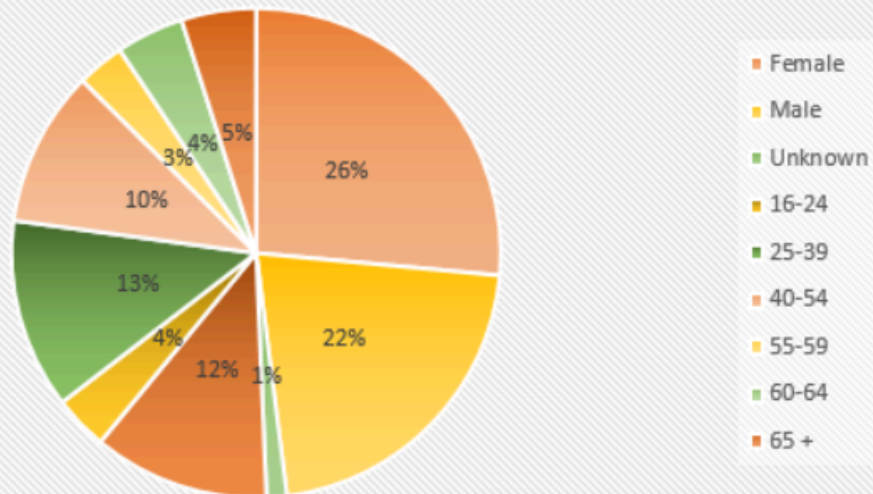
The statistics in the charts below illustrate specific demographics for our program between April 1, 2023 – March 31, 2024.

They pertain to people who were homeless or at risk of becoming homeless. Some of these households were new to HHSP and some were considered on going. The data includes other factors such as age, gender, municipality and contributing factors.

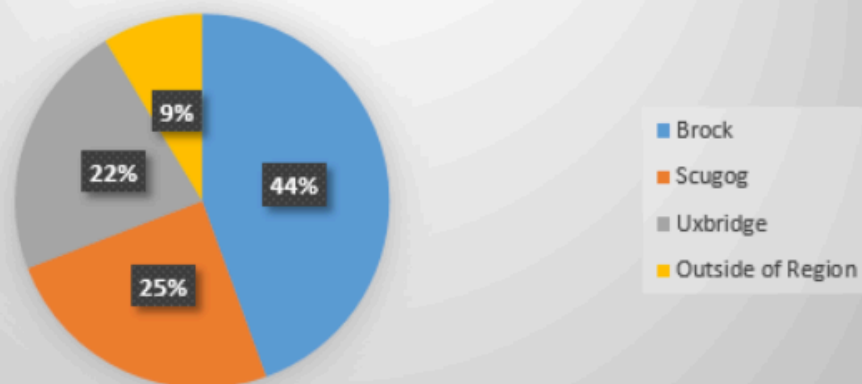
## Program Participants April 2023 to March 31st 2024



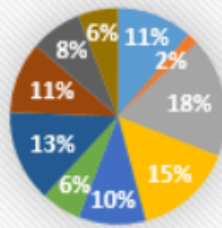
## Age and Gender



## Client Demographics by Townships April 2023-March 2024



## Contributing Factors to Homelessness or at Risk of Homelessness April 2023-March 2024



- Abuse
- Chronically Homeless
- Family Breakdown
- Financial Crisis
- Eviction
- Lack of Housing
- Low Income 23
- Mental Health
- Trauma
- Unemployment

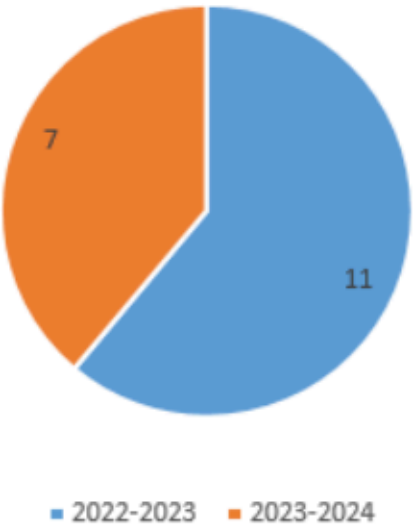
People who are homeless or on the verge of homelessness require additional resources and support to help them manage day to day. In calendar 2023 our HHSP program assisted people who were in crisis and experiencing financial hardship by providing the following monetary tokens:

Items	Amount Given
Transportation passes	11
Grocery Cards	59
Gas Cards	25
Phone cards	2
Dining Cards	21

In 2023-24 we maintained our formal partnership with The Nourish and Development Foundation that dates to 2021. Our Outreach Workers deliver housing support to clients in their transitional housing program, and they facilitate this by providing office space to one of our workers – an arrangement that helps us to cover the broad geographic area that encompasses all of Scugog, Brock and Uxbridge.

We also carried on our winter warming program funded by the Region, housing people temporarily in motels, people who would otherwise have spent the winter out of doors or in their vehicles.

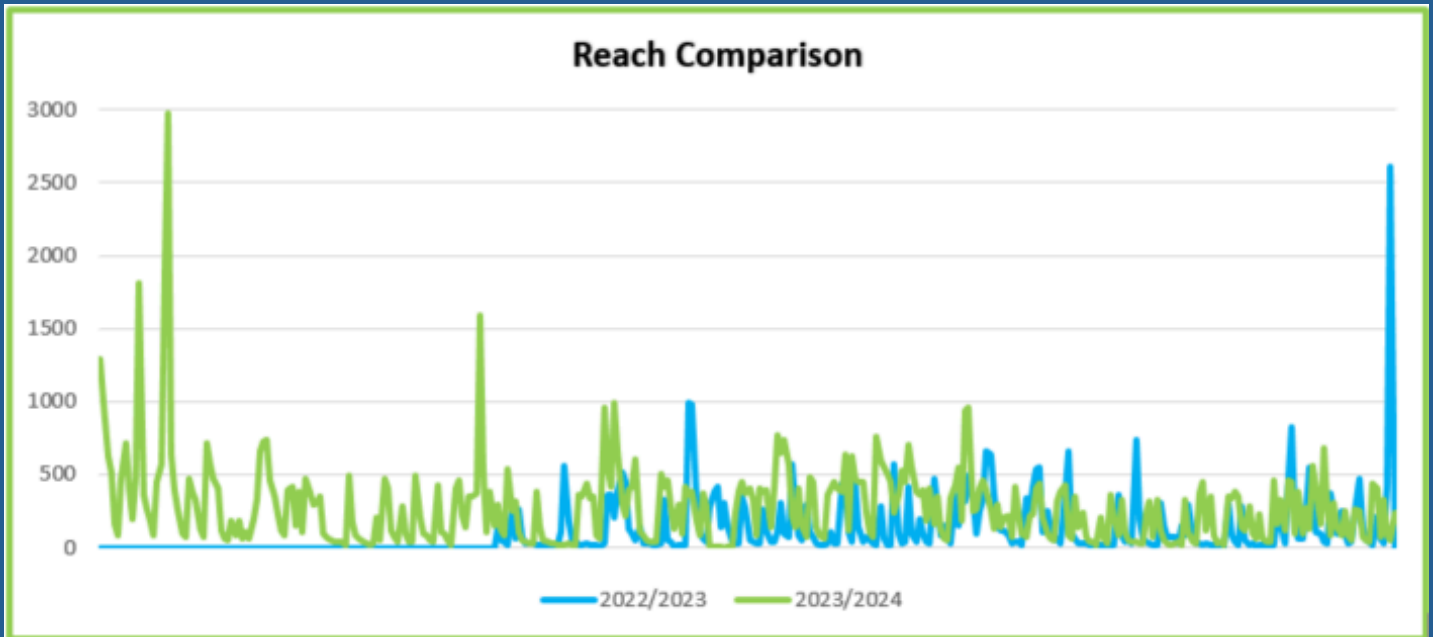
### People housed in motels



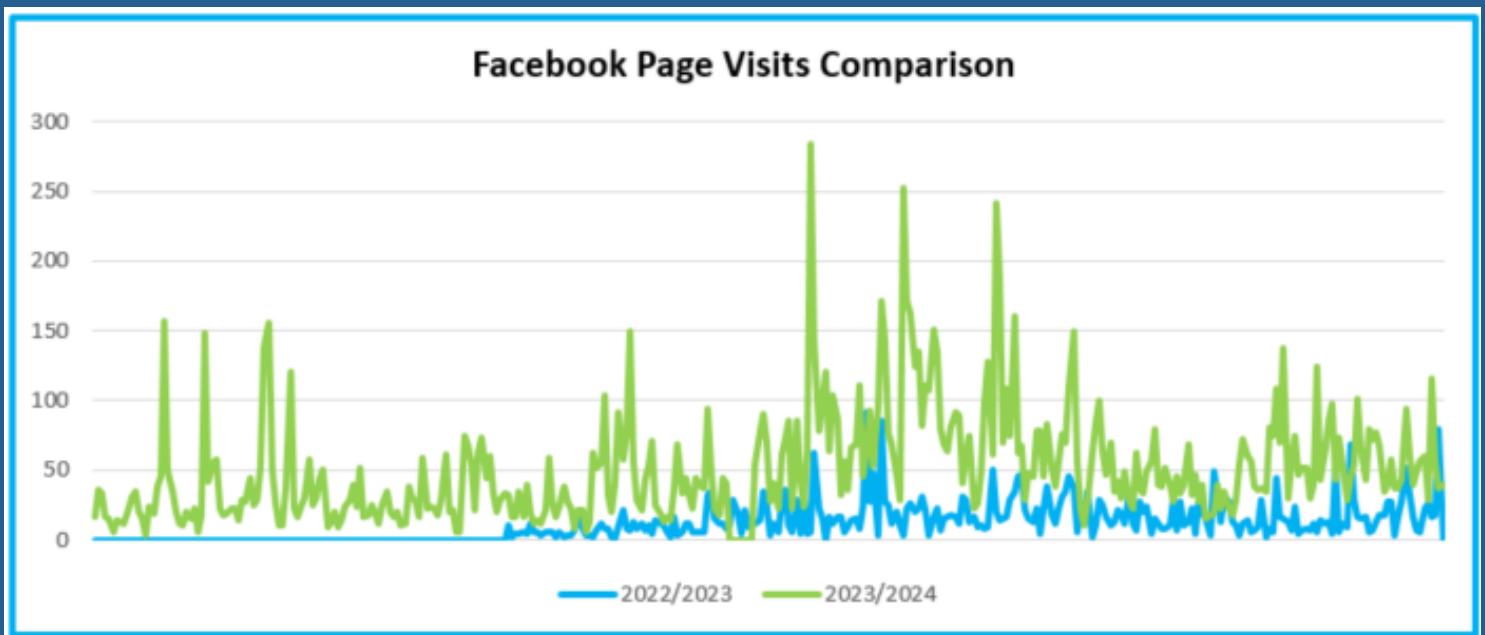
Looking ahead, our HHSP Program received a funding enhancement moving into the 2024-25 fiscal year. It will enable us to bring on a part-time Outreach Worker and through this addition we'll be able to put more focus on housing retention versus just crisis management.

## Our Social Media Activities

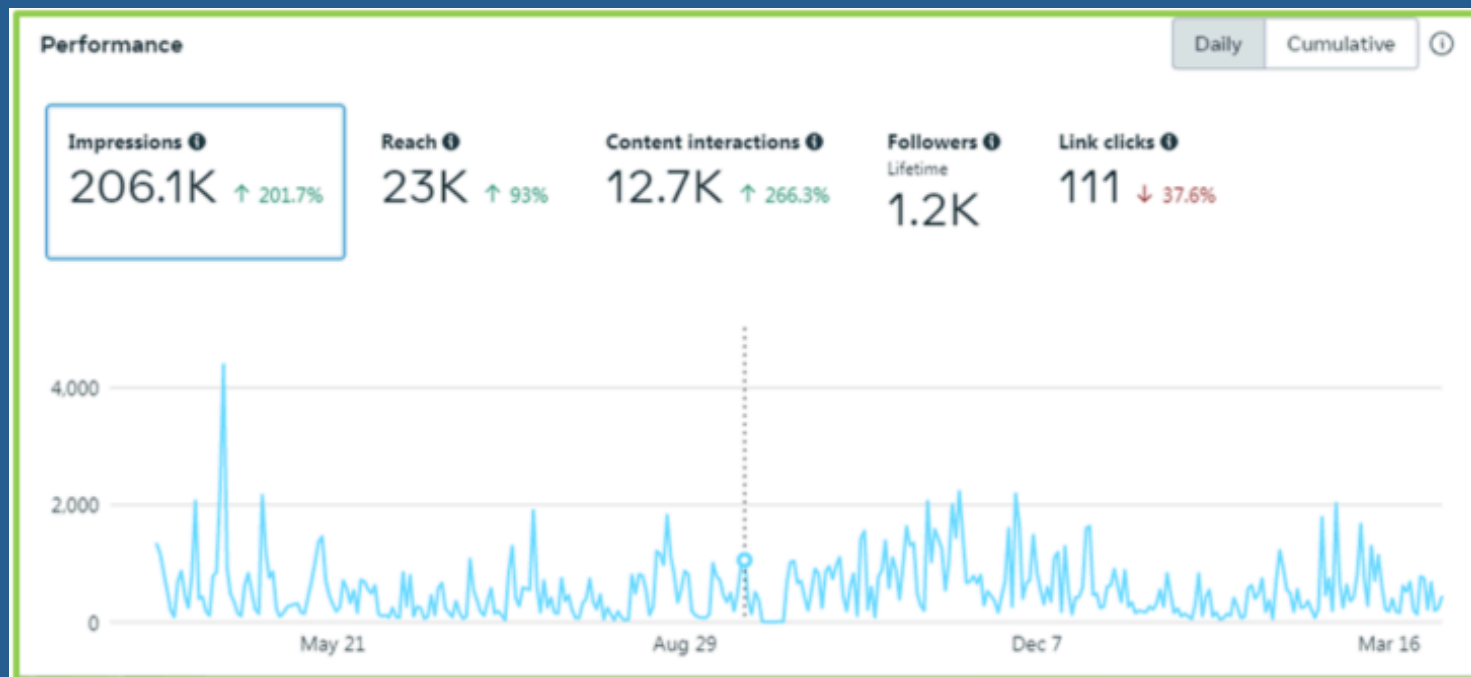
Through the 2023 / 2024 fiscal year, our social media engagement has increased exponentially. We reached 23,000 people during the 2023/ 2024 fiscal year compared to 11,700 the previous fiscal year. Therefore, our reach increased by 93%.



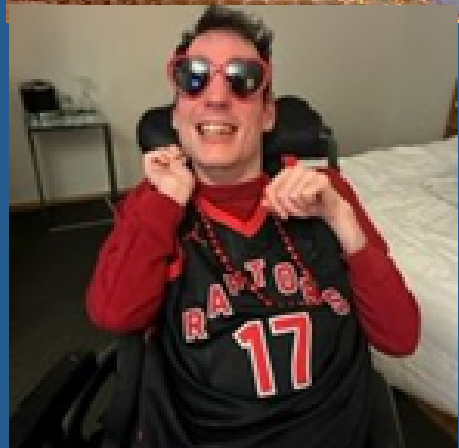
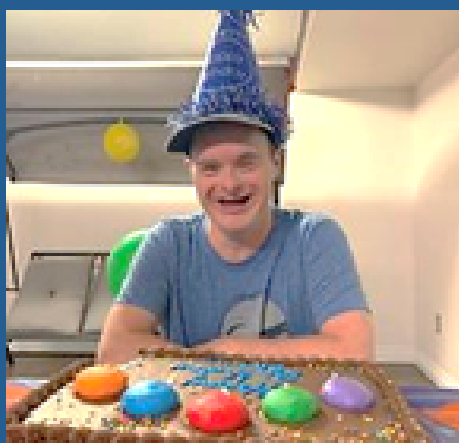
Our Facebook Page was visited 4,200 times in 2022/2023 and 18,500 times in 2023/ 2024. This is a 340% increase in one year. We believe this is due to the increased number of posts we put on our page.



During 2023/ 2024 our Facebook page had 206,100 impressions. This includes people reached and all interactions. Our impressions increased by 201.7% over the previous year and our content interactions increased by 266.3%. Our link clicks did reduce by 37.6% and this was due to the minimal number of links that were posted to the page in 2023/ 2024.



The posts that are the most interacted with and which generate the most exposure are those that include supported people. We have increased our posts to include everyday activities as well as special events and people reaching their goals.





# TOP 5 POSTS OF 2023/ 2024

**#1 Job Posting**  
*August 24, 2023*



**#2 First tattoo.**  
*August 21, 2023*



**#3 Halloween Party**  
*October 27, 2023*



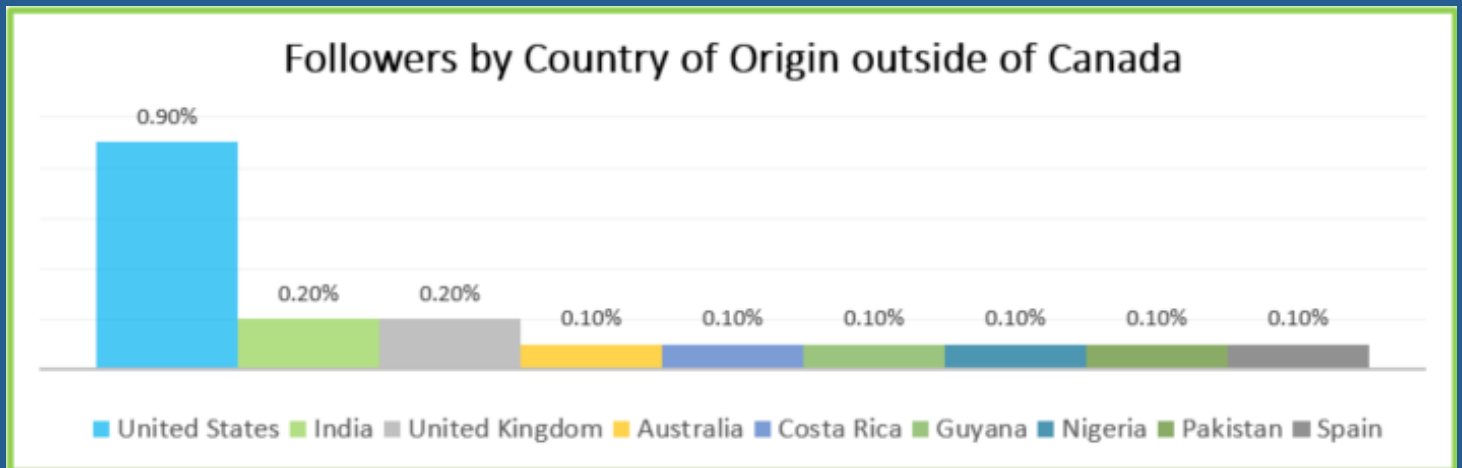
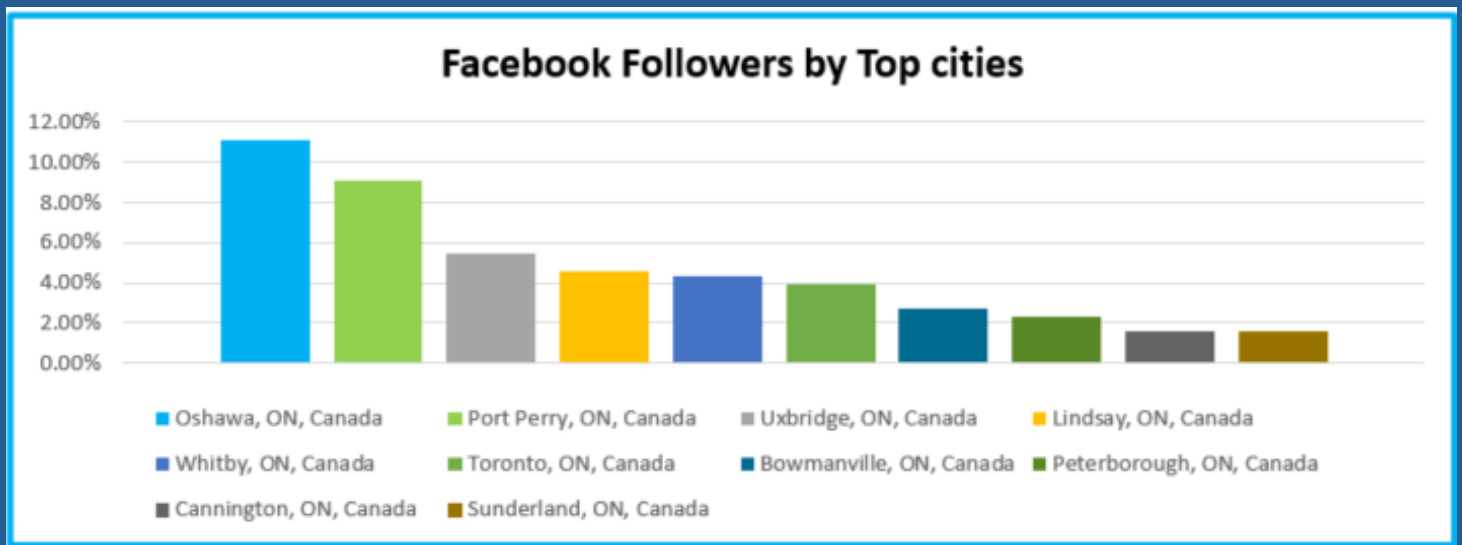
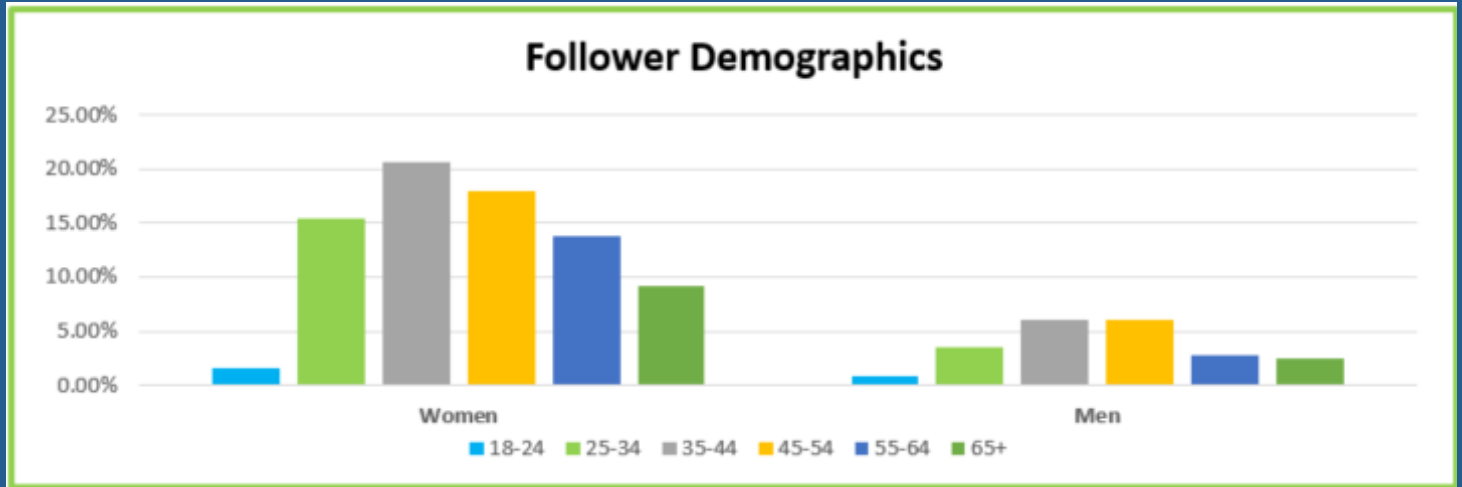
**#4 Holiday Dance**  
*December 1, 2023*



**#5 Employee Appreciation Day**  
*November 6, 2023*



Our social media footprint increased significantly over the 2023/ 2024 fiscal year. We continue to generate more interactions and followers as we progress. Below is some data in relation to our follower demographics. Most of our followers are in the age range of 35-54. We reach into South America, Europe and East Asia.

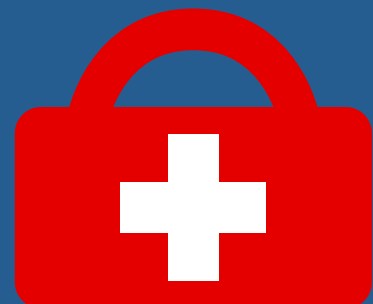


## Employee Health and Safety

Our 2023-24 Joint Health and Safety Committee was and is comprised equally of Employee and Employer representatives. All six reps are Health and Safety certified. The committee meets every other month to review all employee injuries. It is dedicated to looking for patterns and trends that will inform its recommendations to management.

Over the past year, the Joint Health and Safety Committee has been dedicated to enhancing the well-being of all employees. Several important updates and initiatives have been implemented:

1. **Increased Awareness and Training:** We've ramped up our communications with more frequent emails in the staff newsletter focusing on ergonomics and the prevention of slips, trips, and falls. Additionally, we've rolled out increased training on contact dermatitis to better equip everyone with the knowledge they need to stay safe.
2. **Updated Health and Safety Policy:** Our Joint Health and Safety policy has been revised to provide clearer protocols for handling head injuries. This update ensures that everyone knows the appropriate steps to take in the event of such an incident.
3. **Fragrance Reduction:** In response to health concerns, our agency has adopted a fragrance-reduced environment. This change aims to create a more comfortable and safer workplace for all employees.
4. **Naloxone Training and Kits:** We've implemented Naloxone training across the board and placed Naloxone kits at each program location. This addition is part of our commitment to ensuring a safe environment and being prepared for emergencies.
5. Every location has been equipped with wet floor signs, which are to be utilized when the floor surface has become wet. Each location will generally wait to mop floors until a time when there is the least amount of foot traffic.
6. Sand/Salt mixtures are kept at each location. Community Living Durham North has sourced a local plow company that tops up the supply when it becomes low. Staff are responsible for applying the mixture to slippery surfaces as required.
7. Health and safety competency training is completed upon hire and all employees complete retraining yearly. The training identifies the common hazards in the workplace and the responsibility of each employee to report it.



# Accessing our Community



The A-Team helping out at the Port Perry Canada Day event



Getting ready for Employee Appreciation



A visit to the Uxbridge Farmer's Market



A visit to the Lindsay Classics on Kent Car Show



Paint Night



Administrative Professionals Day



A visit to the Holistic Salt Therapy & Cave Uxbridge



Community Living Month Flag Raising



Advocating at Durham College

# Hitting the Big City



Montreal Vs Maple Leafs  
in Montreal



Toronto Blue Jays Game

Ripley's Aquarium



Medevil Times



Toronto Blue Jays Game



I-Fly



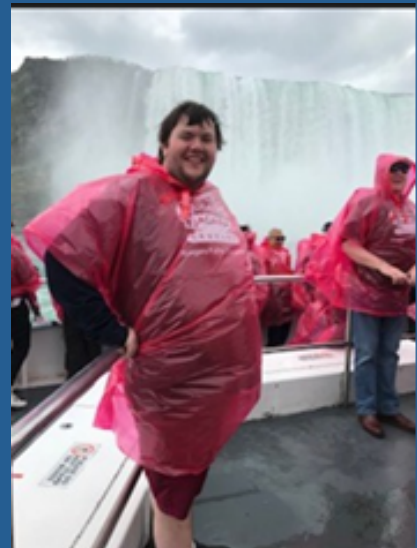
Niagara Falls



Niagara Falls



Peterborough Petes



Niagara Falls

# World Travelling



Camping at Arrowhead Provincial Park

Disney Vacation



Trip to Europe



A visit to Jamaica

Buckhorn Cottage vacation

