



Annual Management Report

On our year of operations April 1, 2021 – March 31, 2022

Prepared and mounted on our website October 18, 2022

Forward

This is our first attempt in a few years at a report that measures performance and uses metrics where that is possible. Consequently, we are not always able to compare our findings to the results of prior years. Also, while we were able to marshal meaningful data to cast light on a variety of areas, these areas together do not begin to assess the core aspects of our operations.

Next year we'll be able to look at comparative data concerning the topics addressed here. We will also build on our report adding more topics, including some that are closer to the core of our operations.

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1 Our Leadership Program

Our Internal Leadership program was introduced in 2018. 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.

From August 2018 through November 2021, five managers fueled the program. Three of them mentored would be managers and two worked with Team Lead aspirants.

Three people entered the program in the latter part of 2018, all of them graduating between May and September 2019. Four people entered the program in 2019 and each of them graduated between January and October 2020.

The duration of the program was expected to about six to nine months and in Year I that was about accurate. With the advent of COVID in early 2020, three of the four mentees then in the program took more like one year to graduate. And the pandemic was felt even more in our ability to bring new people into the program.

Only two were inducted in 2020 and they graduated in 2021 nine and eleven months later. No one has been brought into the program since December 2020.

As this is written, in June 2022, we've begun to live successfully with COVID-19 and CLDN's management team is returning its attention to our Leadership Program. We believe it is important.

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). The same applies to an HR Manager, the HR Director and to both Program Directors. Indeed, three of our current managers and four Team Leads are graduates of the program.

After a long hiatus, the program's Steering Committee met recently and...

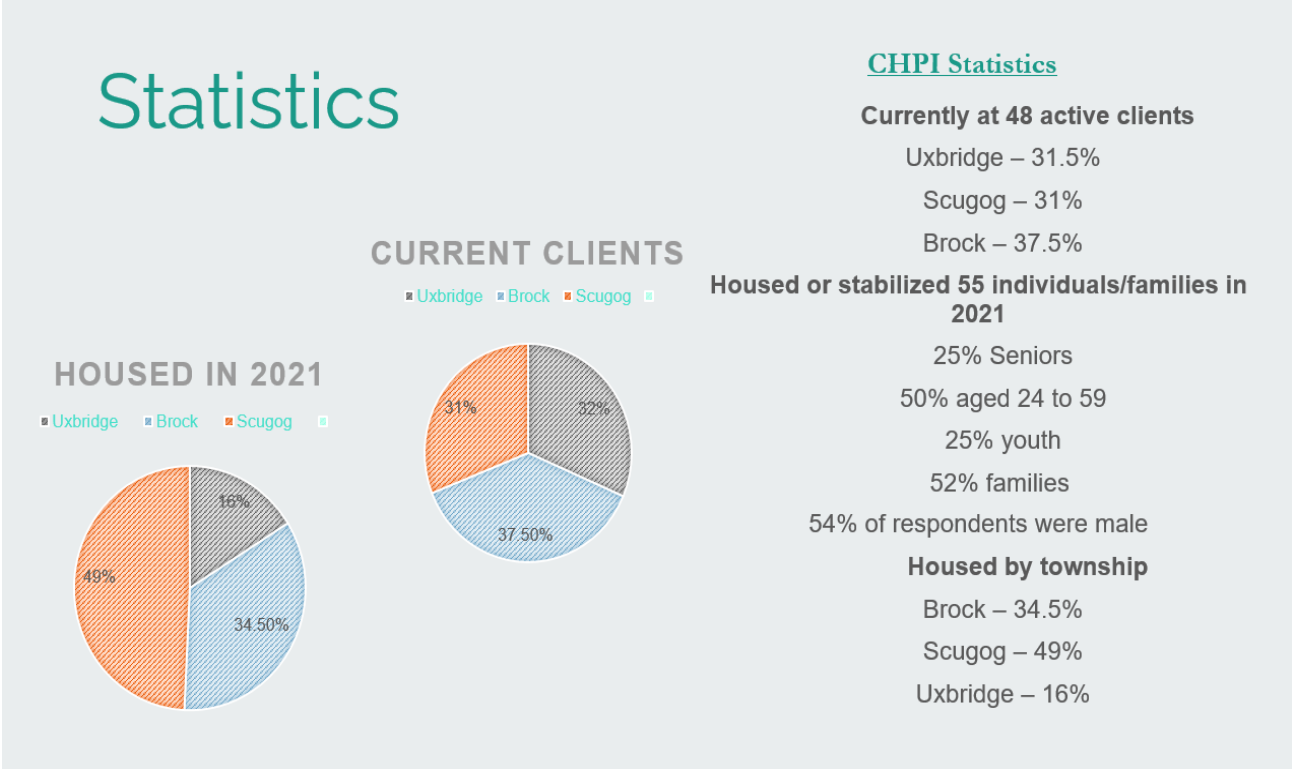
2 Our Homelessness Prevention Program (CHPI)

Community Living Durham North operates a Community Homelessness Prevention Initiative (CHPI) that is funded by the Region of Durham. The CHPI 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 sustain and find affordable housing. The outreach workers provide wrap around services connecting them to different programs to enhance and sustain their housing. For example, the outreach workers will assist with housing subsidies, 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, and landlord tenant board hearings. A priority goal of the program is to utilize a housing first approach model to ensure people are connected within their community and they are safe.

The CHPI Outreach Worker position is vital to the prevention of homelessness; therefore, it is important that the outreach workers have specific knowledge and skills to ensure success in supporting people. CLDN CHPI workers continue to educate themselves and recertify in the following areas:

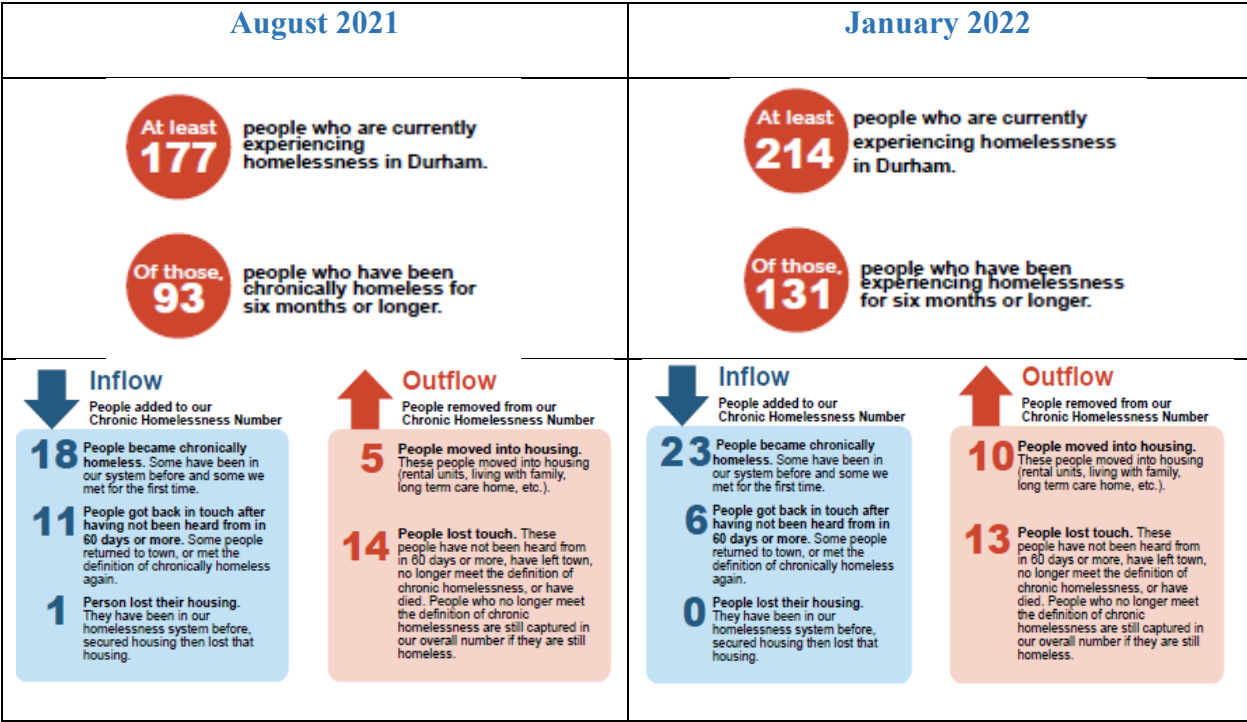
- Designate OCSWSSW certificate of registration, Ontario College of Social Workers, and Social Service workers
- ViSPADT (a risk prevention and assessment tool used to get people on the By-Name List)
- Mental Health First Aide
- Safe Management
- ASIST workshop; Applied Suicide Intervention Skills Training
- Mental Distress; Recognition and Response Workshop
- Introduction to Human Trafficking
- Thinking Harm Reduction Training
- Dual Diagnosis Solution Focused Therapy Person Centered
- Equipment & Best Practices Community Mediation Training Crisis Response Planning CTRI
- Borderline Personality Disorder
- Understanding & Supporting First Aide & CPR
- Motivational Interviewing
- Strategies for supporting change; Positive Behavioural Supports
- Trauma and Strategies for Resolving the impact Vicarious Trauma
- Strategies for Resilience Autism Training
- Rent Smart
- Anxiety in Children and Youth - Practical Intervention Strategies
- Addictions and Mental Illness - Working with Co-occurring Disorders
- Dialectical Behaviour Therapy - Balancing Acceptance and Change

As stated above the program provides housing stability supports to people. The statistics in the box below illustrate specific demographics and the number of people housed in 2021. In reviewing historical stats, the CHPI program housed 36 people in 2019 and 45 people in 2020. Below the stats, demonstrate our workers housed and/or stabilized 55 people in 2021. These results show a significant annual increases and we predict more of the same as the housing crisis continues to grow in Durham Region due to the extreme lack of affordable housing.



Durham Region participates in the Canadian Alliance to End Homelessness Built for Zero - Canada Campaign and is committed to ending chronic homelessness in Durham Region by 2024. Community Living Durham North’s CHPI program contributes to the success of this campaign.

The below table illustrates a comparison from August 2021 to January 2022 of the number of people experiencing homelessness in Durham Region, which was reported on the Region’s Built for Zero Report Cards.



People who are homeless or on the verge of homelessness require additional resources and supports to help them manage day to day. Our CHPI program assists people with financial hardship by offering the following specific monetary tokens. These tokens assist when people are in crisis. The table below shows their comparative usage over a three-year period.

Items	2019	2020	2021
Transportation passes	6	20	9
Grocery Cards	25	41	67
Gas Cards	19	7	32

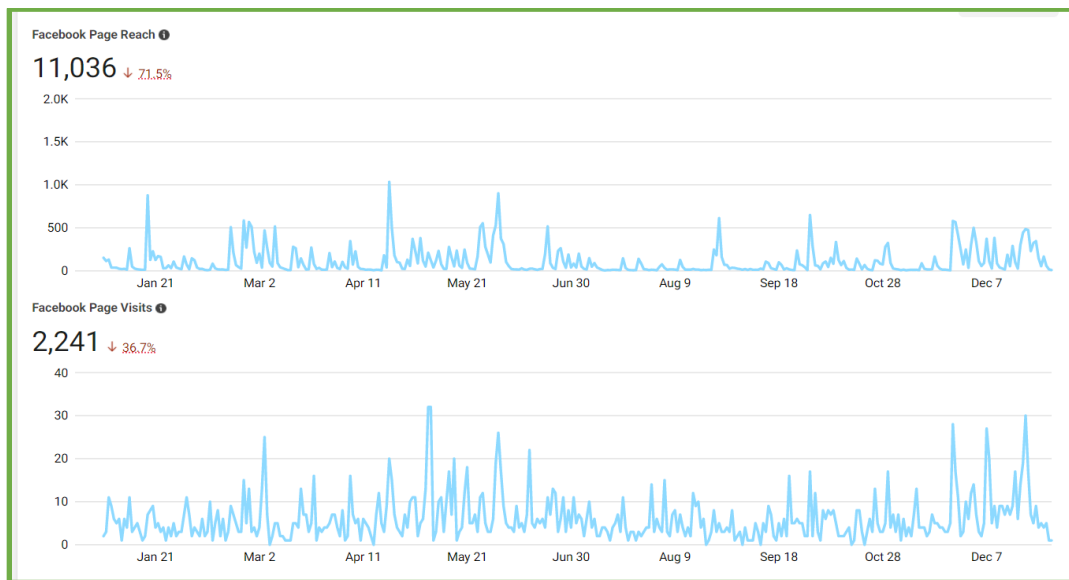
In 2021, the distribution of grocery and gas cards increased dramatically because of the pandemic and the consequent higher cost of living, job losses and family breakdowns. Fortunately, in addition to the above, our 2021-22 budget gave us the ability to assist people, on a discretionary basis, with rental arrears, rent payments, childcare costs, transportation to community care and medical appointments, cell phone cards, tents, sleeping bags, motel costs, and income tax costs. Each of these can be instrumental in mitigating the risk of homelessness.

In November 2021 CHPI embarked upon a formal partnership with *The Nourish and Development Foundation* located in Cannington. Our outreach workers will deliver housing supports to clients of their new women’s centre and shelter, Cedar Haven, and to their two transitional housing units, while the centre has offered the use of an office to one of our staff. The shelter is scheduled to open spring/summer 2022 and will be the first in North Durham, open to all women experiencing homelessness and fleeing abuse. The shelter will be trauma-informed and pet friendly. This partnership and the additional office space will facilitate service delivery across such a broad geographic area, i.e., all of Scugog, Brock and Uxbridge.

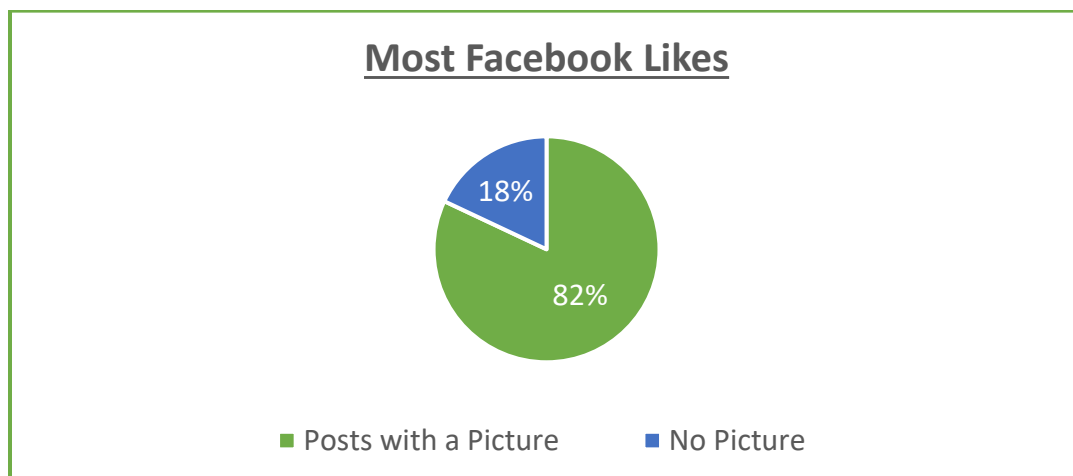
3 Our Social Media Activities

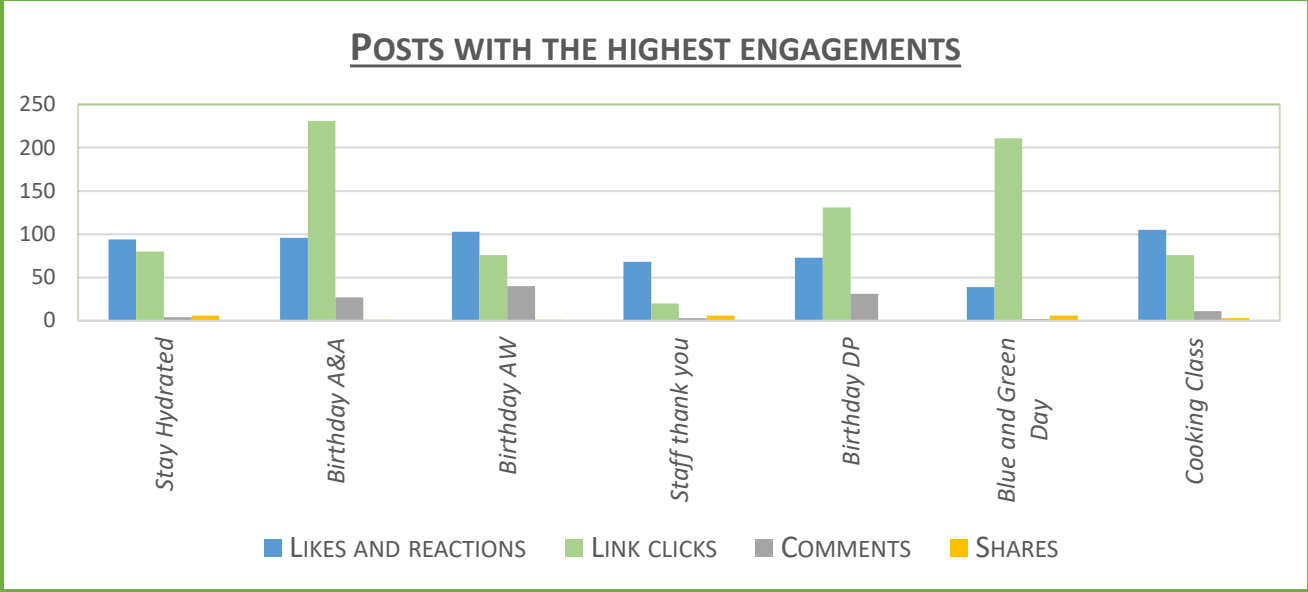
Social Media has evolved from a social networking pastime into a vehicle to market and grow an organization's customers, audience, or base of stakeholders. We have accounts on Facebook, Instagram, Twitter and LinkedIn. Most of our social media traffic comes through our Facebook account. By utilizing the Insights option on the Meta Business Suite of Facebook, we were able to generate some very informative data.

In 2021 our Facebook account reached over 11,000 people and over 2,000 people visited our page.

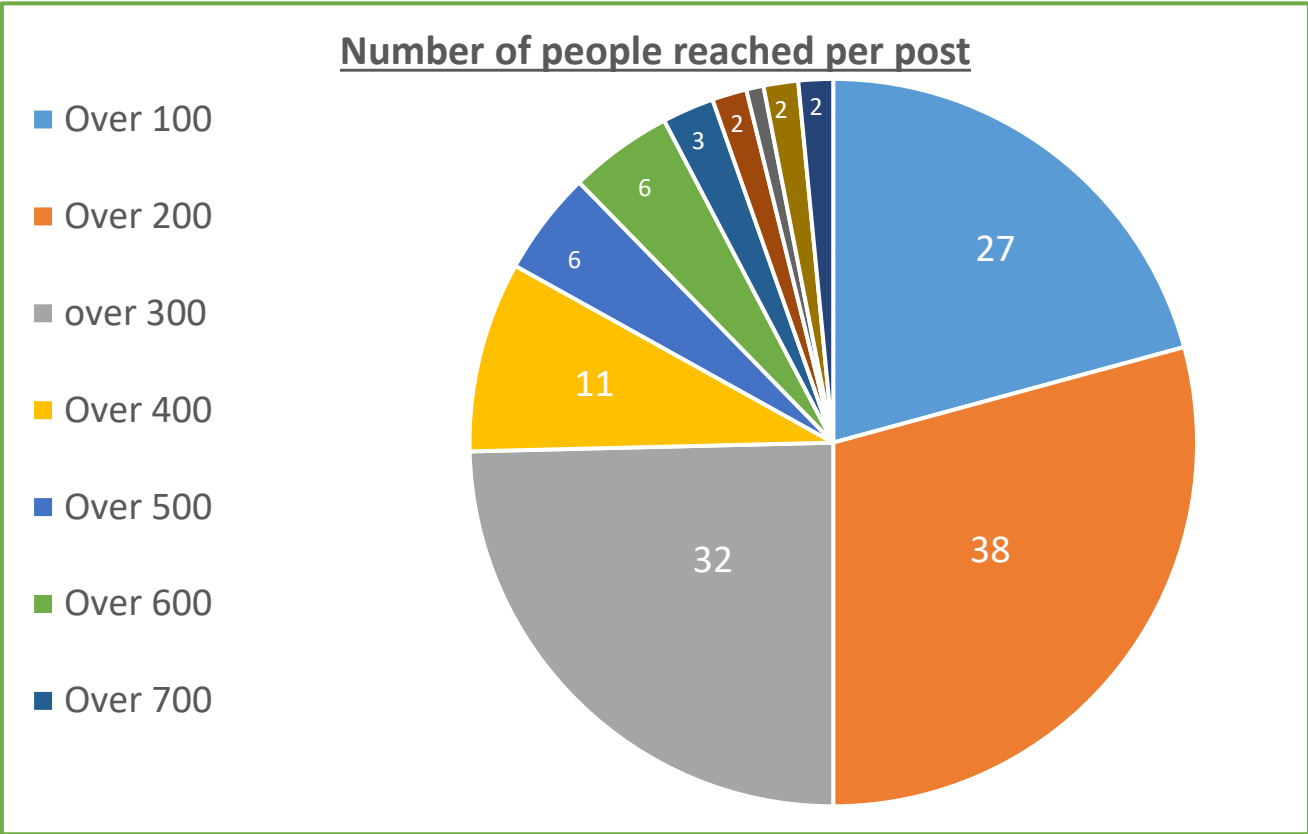


Posts that include a picture demonstrate the wonderful things we do at CLDN and gives people a sneak peek into what goes on behind the scenes. Pictures also create more social media engagement. When there is a face and a person associated with a post, it creates an emotional connection and the viewer relates more readily.

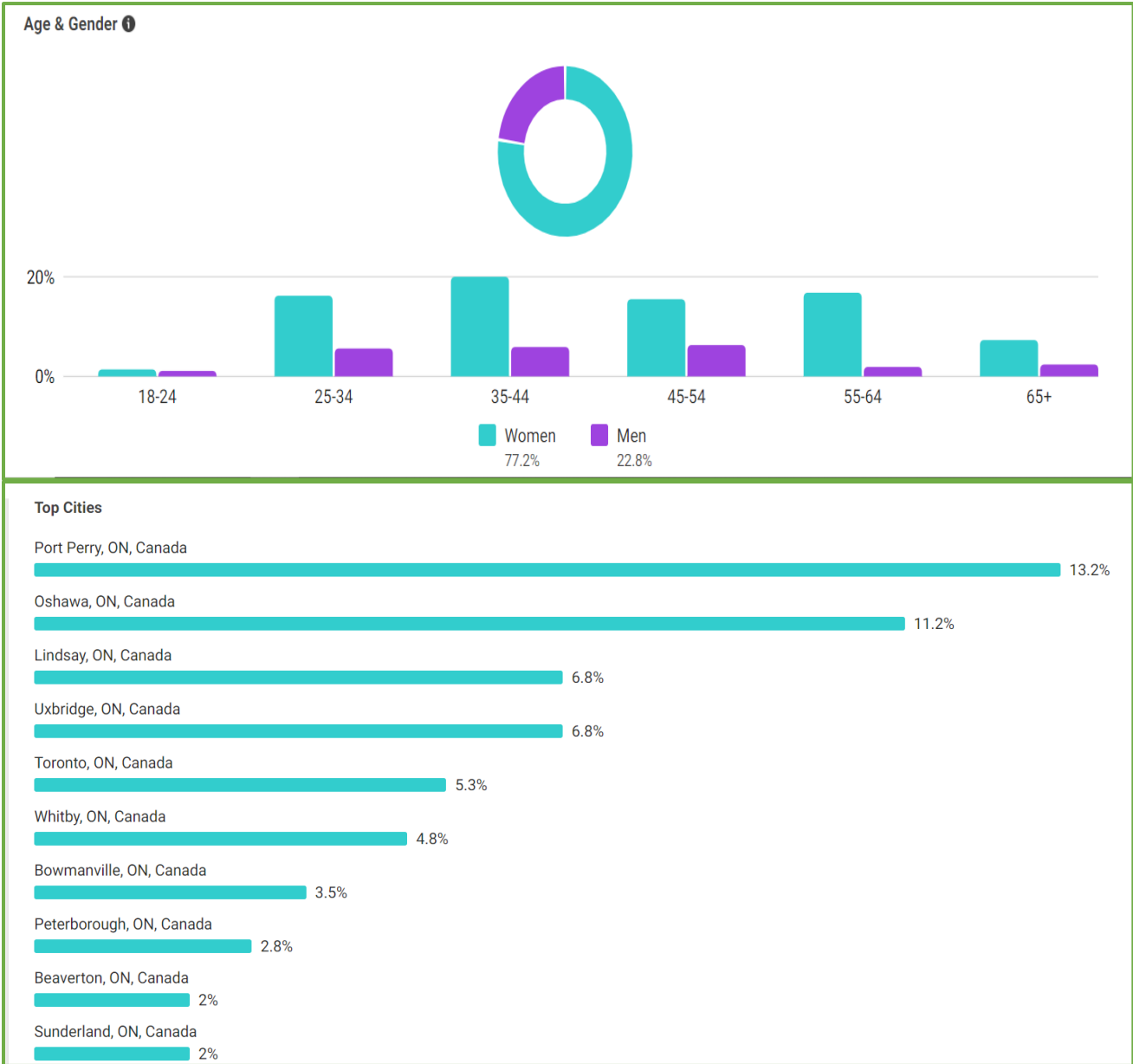




Facebook tells us that 87.6% of our posts reached between 100 and 500 people, per post. There were two posts in 2021 that reached over 1,000 people. One was specific to staff recruitment and one to board recruitment.



The business suite also describes our audience. We can see below that women constitute 77% of our audience and that the 35-44 age cohort predominates. In terms of where our audience is located, Port Perry, Oshawa, Lindsay and Uxbridge top the list, in that order.



The preparation of this report has been a good learning experience. Posts with a photo and a good story line gain the most attention on Facebook. Photos depicting staff congratulated for a job well done or supported persons celebrating milestones or being involved in activities are the most actively viewed posts. They also receive the most likes, shares, and comments.

People engage in posts more if there is a reference to the amount of time it will take to read the article. And posts with links are more popular than posts with attachments. When it comes to videos, audiences are most likely to engage with clips that are 7 seconds in length. Webinars are

more likely to be viewed at the user's convenience and are best offered as a recording.

In the upcoming year we will investigate the utility of a TikTok account for CLDN. We also plan to feature the winner of our monthly Big Believer/ High Achiever employee award on a more regular (monthly) basis.

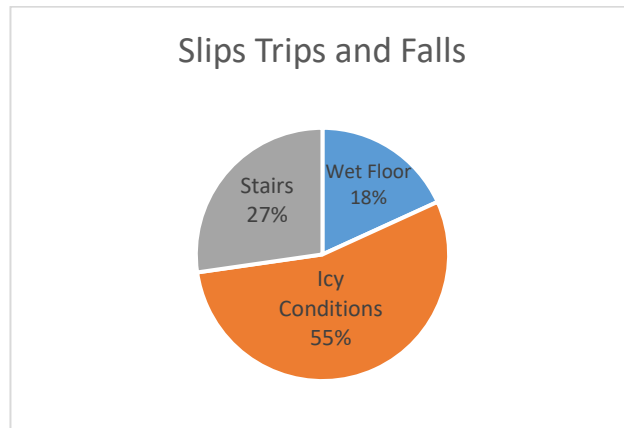
Indeed, our overall strategy is to become more regular and consistent with posting content to better engage with our audience. This would help to increase the visibility of the marginalized people we support, celebrate our superior support teams, and highlight the quality supports and services we offer.



4 Slips, Trips and Falls

During the fiscal year of April 1, 2021 to March 31, 2022, there were 11 reported incidences of slips, trips or falls. The three primary causes of slips, trips and falls have been identified below:

Wet Floor	2
Icy Conditions	6
Stairs	3



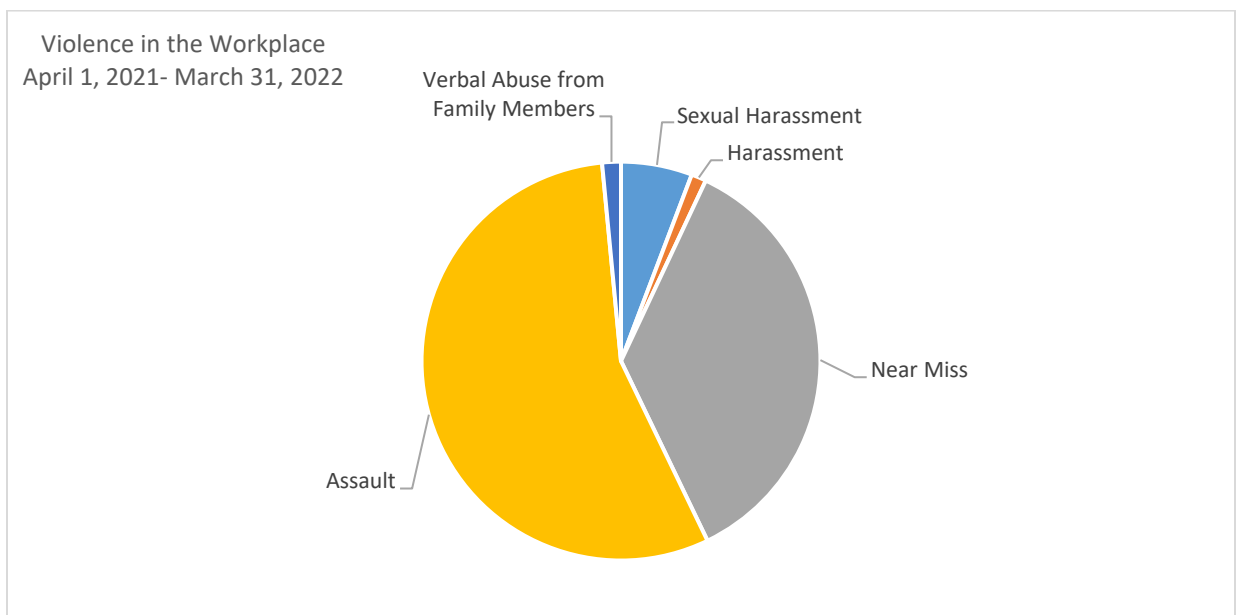
Community Living is a proactive agency and has several strategies in place to prevent or minimize slips, trips, and falls:

- 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.
- 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.
- Our Joint Health and Safety Committee submits articles monthly in our Employee Newsletter highlighting preventative strategies around Health and Safety pertaining to Slips, Trips and Falls. Employees are reminded to bring in a dry pair of shoes to wear indoors, and to ensure that walkways and driveways have been sanded/salted as required and snow has been cleared.
- 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.
- Our Joint Health and Safety Committee is comprised equally of Employer and Employee members. We have 3 Employer reps certified in Health and Safety and by the fall of 2022, we will have 3 Employee reps certified as well. Our Joint Health and Safety Committee meets every other month to review all incidences of employee injury. Our committee is dedicated to look for patterns and trends and make recommendations when possible.

5 Violence in the Workplace

- Community Living Durham North works in compliance with the Occupational Health and Safety Act and is committed to making every reasonable effort to eliminate all forms of violence from the workplace.
- All incidences of Violence in the Workplace were reviewed during the fiscal year of April 1, 2021 to March 31, 2022 to identify the kinds of violence to which our employees are exposed.
- For the purpose of this report, the following categories were assessed from incident reports that are created by the employees on shift when the incident occurred. A single incident can fall under multiple categories but in each case a primary category was determined, and the incident assigned there. There were no instances of staff-on-staff violence.

Threats	58
Assault	183
Near Miss	118
Sexual Harassment	19
Verbal Abuse from Family Members	5
Harassment	5



Community Living Durham North is committed to the prevention of workplace violence. It recognizes the potential for violent behaviour and makes every reasonable effort to identify all potential sources of violence with a view to eliminating or minimizing them.

In its meetings every other month, our Joint Health and Safety Committee reviews all incidents of reported violence in the workplace and looks for patterns, trends and opportunities to make recommendation.

Employees are trained in Safe Management prior to their first fully responsible shift and recertification occurs every 18 months. In between, our 5 in-house Safe Management instructors are available to attend team meetings to do refresher training. They can also visit homes to make recommendations and provide training in specific areas of concern. Our Safe Management instructors are re-certified every 12 months to ensure our employees are trained in the most current techniques.

Following any incident of Violence in the Workplace, a formal debriefing is offered. The intended purpose of the debrief is to identify triggers to behavior, to determine further training needs, and to put in place plans to prevent the incident from occurring again.

Behaviour Support Plans are in place for people we support who experience challenging behavior. These plans are formulated in conjunction with a Board-Certified Behavior Analyst, a Behaviour Technician, and the support team. At the time of this report, Lakeridge Community Support Services is the agency with which Community Living Durham North works in partnership. These plans identify the target behaviours and script the staff responses and the teaching strategies most likely to minimize the behavior. Regular reviews are completed with the staff team and Lakeridge Community Support services to ensure that strategies are working.

6 Serious Occurrence Reporting

The Ministry of Children, Community and Social Services (MCCSS) is committed to promoting the health, safety and well-being of children, young persons and vulnerable adults who receive services. All Transfer Payment Service Providers and Licensed Residential Service Providers have an obligation to report Serious Occurrences (SO) that:

- Require or may require intervention and/or investigation by the service provider, MCCSS and/or other applicable parties (such as the police); and
- Fall within one or more of the following SO categories:
 - 1) Death
 - 2) Serious injury
 - 3) Serious illness
 - 4) Serious individual action
 - 5) Restrictive intervention
 - 6) Alleged, witnessed or suspected abuse or mistreatment
 - 7) Error or omission
 - 8) Serious complaint
 - 9) Disturbance, service disruption, emergency or disaster; and
 - 10) Non client related individuals

Community Living Durham North complies with all MCCSS protocols for the reporting of Serious Occurrences. The reports are documented directly on-line through the Serious Occurrence Reporting and Residential Licensing (SOR-RL) portal established by MCCSS.

There were 130 Serious Occurrences reported between April 1, 2021 and March 3, 2022 categorized as follows:

SO – Category and Subcategory	Total reported for category or subcategory
Death	
• Known illness or other nature cause	4
Serious Injury	
• Unknown cause	1
• Known illness or natural cause	1
• Accidental	2
• Self Harm	1
Serious Illness	
• Mental Health	3
• Other disease, illness, infection	23
• Unknown Cause	3
• COVID confirmed positive	10
Serious Individual Action	
• Suicidal Behaviour	4
• Other	8
• Relinquishment of care, or threat of	1

<ul style="list-style-type: none"> • Unusual, suspicious or unauthorized individual absence 	0
Restrictive Intervention	0
Alleged, witnessed or suspected abuse or mistreatment	
<ul style="list-style-type: none"> • Sexual Abuse 	1
Error or Omission	
<ul style="list-style-type: none"> • Medication Error 	4
Serious Compliant	
<ul style="list-style-type: none"> • About an individual receiving service • Other (by supported individual against an external agency) 	7 1
Disturbance, service disruption serious emergency or disaster	
<ul style="list-style-type: none"> • Adverse Water • COVID confirmed outbreak • Flood 	2 3 4
Non-Client Related Individuals	
<ul style="list-style-type: none"> • Staff (COVID confirmed) 	47