



# A Year in Review

## 2017-2018

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# Board of Directors

The Board of Directors of WDDS play an active role in determining the growth and direction of the agency. They are involved in long range planning and the development of long term strategies. The Board of Directors provides leadership with advocacy, supporting our mission, provide financial accountability and oversee the planning and implementation of our Strategic Plan. Their ongoing contribution of time and the sharing of expertise and resources is invaluable to the success of WDDS.

## Officers

President: Janet Thomson  
Past President: Carrie Innes Olah  
Vice President: Pam Roe  
Treasurer: Garry Honcoop

## Directors

Barbara Dabrowska  
Mal Coubrough  
Ashlee Hall  
Terry Harrington  
Nancy Springstead

## *Mission Statement*

*We provide opportunities and supports for individuals with developmental disabilities to live full lives within the community.*





# We Remember *Nancy Springstead*

Nancy was a strong advocate for people living with a developmental disability. She made a difference by joining the WDDS' Board in January 2003, becoming Vice President in 2005 and then serving four (4) years as President from June 2009 to June 2012. She remained on the Board until her untimely death on November 28, 2017. She was an active Board Member. She joined WDDS' committees, participated at events and celebrated many of WDDS' milestones throughout her years of involvement. Her infectious smile and laugh touched so many lives in a caring, positive way. She will be greatly missed and always remembered by all who knew her.



# Executive Summary

We value excellence and innovate for tomorrow...

WDDS continues to modernize and improve the supports offered to people living with a developmental disability in Oxford County. As we continue to work through the priorities of our Strategic Plan exciting things are happening.

This past year WDDS has been working through a re-branding process with a local marketing company. Through the process we have discovered what makes WDDS unique and differentiates the organization from others. It was an excellent process by which the brand now aligns itself with the values of the organization. Works continues in this area along with the redesign of our website to be launched later this year.

Innovative living options including the use of technology has been in the forefront of the home design for many of the younger people seeking accommodation supports. Their unique needs and interests challenge us to be creative in the environmental design and supports available both in the home and day options.

The Strategic Priorities for 2015-2018 are identified within. Although the work completed has been substantial in the priority areas, an organizational structure change accompanied by an increase in employee accountability was required to effectively implement many of the identified priorities. WDDS' Board of Directors has decided to continue with the current Strategic Plan until 2020.

## Strategic Priorities

1. Enhance stakeholder engagement while strengthening relationships with the community at large.
2. Cultivate Human Resource capacity and potential.
3. Enhance service innovation/modernization to ensure WDDS is prepared for and responsive to system change and altering needs.

## Accomplishments

- Partnered with Community Living Ontario, Woodstock Library and WGH - Outpatient Mental Health Services to host Reaction 4 Inclusion focusing on Inclusion and youth engagement.
- Job Links working in the high schools teaching Job Path, an employment readiness program
- Hosting "Conversations that Matter" meetings with small groups of staff and members of the senior leadership team to enhance staffs understanding of Developmental Services sector issues and how they impact the work at WDDS.
- Further investment in technology for the use of an on-line learning management system for training and testing of mandatory/non-mandatory training.
- Launch of a re-branding initiative. Launch of a Mentorship program established for new staff who are paired with staff who have taken in-house Leadership Training "Leadership Matters".



Completion of the renovation work at 212 Bysham after the closing of the sheltered workshop (ARC Industries in 2016). The entire building at 212 Bysham has now been retrofitted for offices, day services, augmentative communication resource, additional teaching space and storage.

WDDS has continued to experience growth in supporting young people with very complex challenging needs. The unique needs continue to challenge us to be more creative in the design of living environments, alternative options to typical day/learning supports and provision of support in their homes. This process is very demanding and tests our ability to be creative and at the same time mindful of the limits on resources available to us.

Despite the chronic underfunding of the Developmental Services sector for the last nine (9) years and the additional challenges presented this year by the Fair Workplaces, Better Jobs Act (Bill 148), WDDS will continue to inspire Excellence and Innovation within our supports and services.

At this time, I would like to express my sincere thank you for the flexibility and commitment demonstrated by the staff of WDDS to providing quality supports. The demands placed on the organization this year have been significant and the staff have risen to the challenge. The dedication of all staff from all departments to meeting the support needs of the people supported by WDDS is overwhelming and truly appreciated by the Board of Directors and myself.

Janet Thomson    Kathy Straus  
Board President    Chief Executive Officer

*"WDDS continues to modernize and improve the supports offered to people living with a developmental disability in Oxford County... exciting things are happening."*



# Human Resources

The 2015-2018 Strategic Plan and the Strategic Directions and Priorities continues to be the focus of the Human Resources Department.

## **Strategic Directions and Priorities 5.2 Cultivate Human Resource Capacity and Potential**

Many staff spoke of the challenge that they face having multiple part time jobs as the work force is largely part time. Staff spoke of the difficulty in being able to develop strong relationships with the people that they are supporting and the lack of consistency as a result of staff turnover.

The changing needs of the people supported (dual diagnosis, FAS, autism) requires a changing skill set for staff. Training and development of staff is a key investment for a continuously evolving organization. Opportunities to enhance knowledge and skills prepares staff to respond to the evolving needs of the people supported.

- Forty-four (44) Casual Part-time employees were offered a permanent Regular Part-time position which includes an increase in scheduled hours and benefits (Extended Health, Dental and Life Insurance).
- Two (2) Summer Floater positions were created as a trial (SW2 and SW1) to provide coverage for vacation approvals.
- Thirteen (13) SW3 Accommodation Case Manager positions were created as a trial to give current full-time employees an opportunity to develop new skills and advance within the agency.
- Two (2) internal employees were promoted to Supervisory positions.
- WDDS will continue to look for new and creative opportunities to make this a "job of choice".
- Seven (7) staff were sent to the intensive 35 hour Advanced Behaviour Full Course and four (4) staff were sent to the 15 hour Advanced Behaviour Refresher both facilitated by RSA.
- One (1) employee successfully completed the 4-day Non-Violent Crisis Intervention Instructor Certification program and is now providing CPI full and refresher courses for WDDS employees.
- Forty-three (43) staff were trained in CPI Applied Physical training.
- Eighteen (18) staff have received Mental Health First Aid training. The earlier a problem is detected and treated, the better the outcome. Mental Health First Aid gives people the skills they need to provide that early help that is so important in recovery.
- Forty-five (45) staff went through the Trauma & Self-Care course. Self-care in relationship to trauma work is an essential practice for professionals in this helping field. Without attention and connection to our own self-care, the demanding toll of aiding and supporting others in pain and distress can often leave us vulnerable to compassion fatigue, vicarious trauma and burnout.



# Continued



WDDS will continue to seek comprehensive training opportunities for staff development which will strengthen our workplace to assist in the provision of the unique supports that are required.

When planning for the success of the organization in the future, an active and effective talent management and succession planning process is necessary. Core competencies have been implemented as a standardized tool/approach for personal development at all levels in the organization. Further development in this area ensures a strong leadership foundation that will support WDDS' strategic direction.

- Twenty-Five (25) new staff have received their Core Competencies training facilitated by our internal instructors.
- Performance Evaluations have been replaced with Development Plans focusing on the Core Competencies of the position highlighting the competency strengths of the employee and the key areas of development.
- Twenty (20) staff have successfully completed the Leadership Development Series in 2017/18. Initially created in partnership with the DS HR Strategy, WDDS has invested considerable resources in developing this program with the goal of internal succession planning.
- Effective talent management and succession planning will continue to be a major focus as our workforce ages and we look internally for our next leaders.

As we move forward, WDDS will continue to seek new avenues to recruit potential talent using social media and other innovative approaches to attract candidates with the skills needed to be successful in this field today and for tomorrow. Development of an active and effective succession plan and talent management process is key to ensure that the organization is well-positioned for the future.

## AUDITORS' REPORT

To the Directors of  
Woodstock and District Developmental Services

### Report on the Financial Statements

We have audited the accompanying financial statements of Woodstock and District Developmental Services, which comprise the statement of financial position as at March 31, 2018, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal controls relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Basis for Qualified Opinion

In common with many non-profit organizations, the organization derives revenue from donations and fundraising, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the organization and we were not able to determine whether any adjustments might be necessary to donation and fundraising income, excess of revenue over expenses and cash flows from operations and the net assets for the year ended March 31, 2016.

### Opinion

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of Woodstock and District Developmental Services as at March 31, 2018, and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Woodstock, Ontario  
June 12, 2018

*Symons, Wearn & Smith LLP*  
CPA, CA, Licensed Public Accountants



## Summary Financial Information

### WOODSTOCK AND DISTRICT DEVELOPMENTAL SERVICES STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS For the year ended March 31

	<u>2018</u>	<u>2017</u>
<b>REVENUE</b>		
Grants	\$ 10,137,208	\$ 9,076,361
Vocational Supports Sales	258,687	263,470
Other income	11,899	9,799
	<u>10,407,794</u>	<u>9,349,630</u>
<b>EXPENSES</b>		
Salaries	7,436,723	6,896,526
Benefits	1,196,255	1,084,616
Travel and training	68,375	66,119
Purchased services and supplies	1,227,811	1,105,374
Enterprise expenses	205,214	188,611
Occupancy	544,539	347,721
Transportation	252,003	145,768
Insurance	49,964	50,405
Other (net of recoveries)	(570,001)	(533,770)
	<u>10,410,883</u>	<u>9,351,370</u>
Net deficit from Ministry funded operations	(3,089)	(1,740)
Agency, other program funding and depreciation	<u>292,690</u>	<u>205,615</u>
<b>NET SURPLUS</b>	289,601	203,875
Transfer from (to) capital replacement reserve	0	0
Operating fund, beginning of year	<u>2,152,432</u>	<u>1,948,557</u>
Operating fund, end of year	<u>2,442,033</u>	<u>2,152,432</u>
Capital replacement reserve, beginning of year	36,313	24,035
Net expenditures and transfers	<u>12,213</u>	<u>12,278</u>
Capital replacement reserve, end of year	<u>48,526</u>	<u>36,313</u>
<b>NET ASSETS, END OF YEAR</b>	<u>\$ 2,490,559</u>	<u>\$ 2,188,745</u>

The audited financial statements are available upon request

Included above are City of Woodstock, Community Grants totalling \$8,000 (2017 - \$10,000)



## Summary Financial Information

### WOODSTOCK AND DISTRICT DEVELOPMENTAL SERVICES STATEMENT OF FINANCIAL POSITION As at March 31,

	<u>2018</u>	<u>2017</u>
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	\$ 955,538	\$ 1,006,519
Short term investments	48,533	36,319
Accounts receivable	163,985	113,714
Grants receivable	199,930	0
Prepaid expenses	1,425	0
Government remittances recoverable	<u>67,440</u>	<u>61,059</u>
	1,436,851	1,217,611
<b>FIXED</b>	<u>3,807,272</u>	<u>3,804,375</u>
	<u>\$ 5,244,123</u>	<u>\$ 5,021,986</u>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities	\$ 53,797	\$ 9,968
Wages payable	317,502	378,365
Government remittances payable	491	14,773
Deferred program funding	77,167	37,421
Amounts held in trust	3,385	3,023
Furniture replacement fund	28,840	32,727
Callable debt, current portion	<u>65,663</u>	<u>62,035</u>
	546,845	538,312
Callable debt due thereafter	<u>1,209,310</u>	<u>1,276,641</u>
	1,756,155	1,814,953
<b>RESTRICTED FUNDS</b>	3,500	4,500
<b>DEFERRED CONTRIBUTIONS</b>	<u>993,909</u>	<u>1,013,788</u>
	2,753,564	2,833,241
<b>NET ASSETS</b>	<u>2,490,559</u>	<u>2,188,745</u>



# Facts & Figures

## Statistics

- 81 - Group Living
- 43 - Supported Independent Living
- 35 - Social Enterprise
- 61 - Options Learning
- 59 - Leisure
- 52 - Passport
- 100 - Family Services (children)

## Highlights from the Quality Improvement Plan include

- "Conversations that Matter": a dialogue with staff to provide an opportunity to learn more about the agency, Ministry transformation etc. to help gain an understanding in regards to system change and the organization's response to the transformation
- Planning facilitators continue to have regular training throughout the year to develop their skills to assist people to have meaningful lives in their community

## Staff Development

- Advanced Behaviour Training and Applied Behavioural Analysis
- Trauma and Self-Care workshop
- Living with FSAD
- Mental Health First Aid
- Building Inclusive Communities
- Learning Community for Person Centered Practices
- Health and Wellness Committee has been developed



## Staff Development Continued

"Leadership Matters" has provided the opportunity for 20 Direct Support Professionals to participate in a 3-month training opportunity to develop leadership skills.

Over the last year, WDDS has worked with SPOT Marketing to develop a marketing strategy. Brand Positioning was developed and shared with everybody in the agency in November 2017. Work is currently being done to redesign the website.

## Passport Funding

Passport Funding is a direct funding program that adults living with a Developmental Disability can apply for through Developmental Services Ontario. The funding provides people an opportunity to access services and supports to build social, emotional and community participation opportunities. Fee for service includes:

- Pre-employment supports
- Volunteer supports
- Competitive Employment
- Learning- Options
- Creating Leisure opportunities
- Communication and Sensory experience supports
- Respite supports
- Person Directed Planning

## Accreditation

During the years that there is not an onsite validation, WDDS is required to provide an update to FOCUS Accreditation, demonstrating the progress made over the last year in regards to the organization's commitment to embracing a culture of continuous learning. Having met all 181 Standards and achieving 100% on the onsite validation in March of 2016, with no recommendations, the Quality Improvement Plan was developed to reflect WDDS' Strategic Plan (2018-2020) and the progress that has been made towards achieving the identified priorities.





# Our Services

## Social Enterprises

WDDS Social Enterprise businesses offers people a supported employment option to develop skills and experience on their employment path. WDDS currently provides three supported employment options.

### **Yard Basics**

Yard Basics provides spring clean-up, lawn care and fall clean-up services to over sixty (60) customers in Oxford County. This year Yard Basics secured ten (10) new customers as they continue to grow and offer valuable employment.

### **Taste of Woodstock**

Taste of Woodstock Catering provides catering services to over one hundred (100) customers across Oxford County. The business focuses on small and medium size events. The team also launched single serving options this year.

### **Takuetsu**

Takeutsu continues to employ 11 people at TMMC (Toyota Motor Manufacturing Company) in Scanning and Chipping. This has been a great partnership and we look forward to future on-site opportunities.







## Options

The learning center currently offers forty-five (45) courses to over 60 learners that fall into four (4) areas of focus:

- Life Skills
- Personal Development
- Pre-employment
- Essential Skills







## Day Services

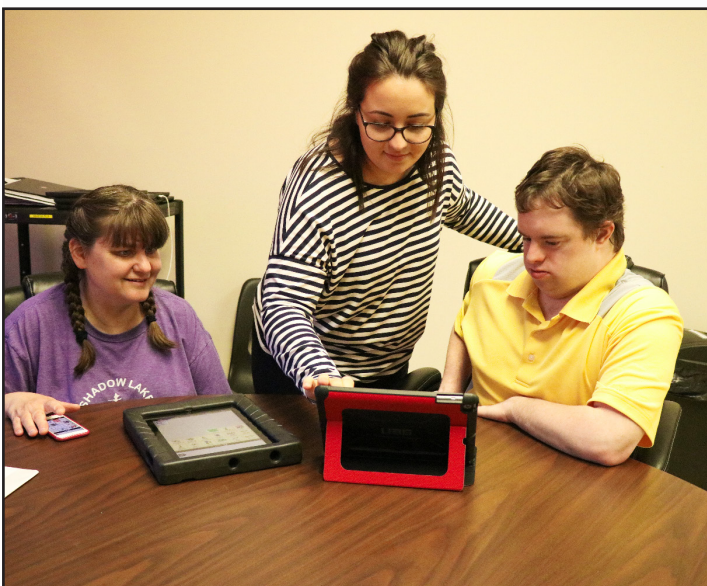
Day Services continues to support people to live their best day. We work with people to develop individualized days through planning. Many more people are enjoying leisure experiences in their community. Over the past two (2) years we have developed eleven (11) new community partnerships and continue to strengthen and expand opportunities for people within these partnerships.



## Communication

The Communication Team provides supports to people with communication barriers who request help with alternative forms of communication. The team provides the following supports and services:

- Daily chatterbox groups for people to connect socially using their tools/devices
- Weekly Social Literacy course to develop people's skills in using their devices/tools in community
- Training for teams and families to promote communication across all environments
- Develop visual aids and device programming





# Job Links

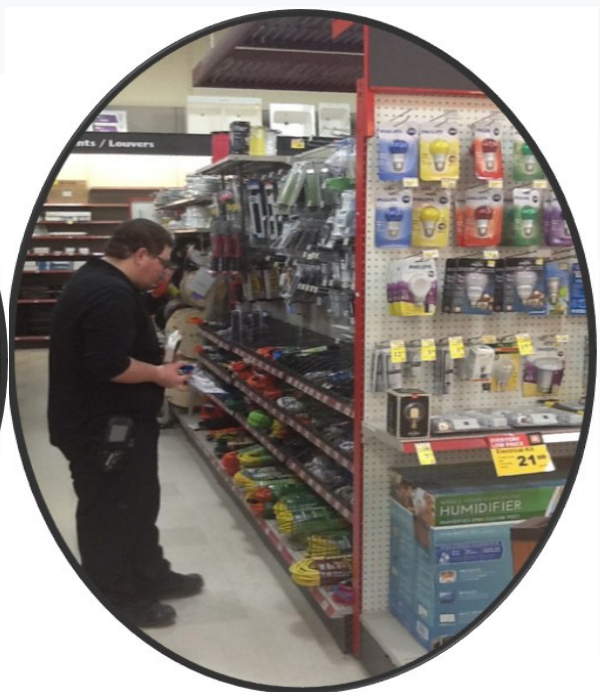
Job Links worked with Spot Marketing this year to develop new marketing strategies. This has resulted in fifteen (15) new employment partnerships in Woodstock. It is through these partnerships and their long standing relationships in our community that the following has occurred:

- Thirty-one (31) people have secured employment
- Four (4) people have secured full-time placements
- We are the first contact for fourteen (14) employers' hiring needs
- Two (2) employees have not only secured employment but one is now in a supervisor position and another serves as a mentor

Job Links received training to implement Job Path curriculum in our local high schools. The intent of partnering with local schools is to develop the employment relationship early on in a student's employment journey. Job Links is now reaching twenty-five (25) students through in class training. These relationships will help students be more prepared for employment.



*Think Ability.  
Think Success !*



## Dorothy Wright Award

Tina is often seen as a quiet and shy person; however, working with animals this past year has inspired Tina to achieve her goals. In the spring of 2016, Tina began volunteering at a local horse barn every week for horse therapy sessions.

Tina has gained the confidence to take the horses for a walk. She puts on the horse's halter and will lead the horse up and down bridges, around obstacles and through gates. From this positive experience, Tina has also become involved with the Stratford SPCA (Society for the Prevention of Cruelty to Animals), where she cares for homeless cats.

Family and friends are very important to Tina. She has developed her communication skills further by creating social stories with her iPad and sharing them with her family, friends and peers. Her growth in her confidence and social skills has strengthened all relationships.



*Congratulations, Tina!*

## Les McKeral Award



*Congratulations,  
Woodstock Navy Vets!*

The Woodstock Navy-Vets are a Junior "C" hockey team based in Woodstock, Ontario. This team of young men models our agency philosophy through their promotion of inclusion. In 2014, the WDDS Navy Vets Fan Club was formed. Since then it has provided opportunities to be apart of community, show initiative and give back. The Woodstock Navy Vets have secured sponsors to provide each WDDS' Navy Vet Fan Club member with a hockey jersey. As well, the team organizes annual meet-the-player-night.

The Navy Vets have volunteered with WDDS through events like The Runway of Stars. This dedicated group of young men work hard on and off the ice. We thank them for their continued support and partnership.



# Creating a Home Away from Home

Brent is a 23-year-old man who grew up on a large scale poultry and crop farm in Innerkip, Ontario. Like most men his age, Brent decided to move out two years ago. He now lives in a home supported through WDDS with two other people.

During the week, Brent is making a lot of new connections within Woodstock. Brent takes cooking classes, enjoys grocery shopping and is learning to cook. Brent likes to stay active, he enjoys swimming at the YMCA, bowling and soccer. Brent is also learning how to navigate Woodstock transit system to explore his community.



## A Sewing Success



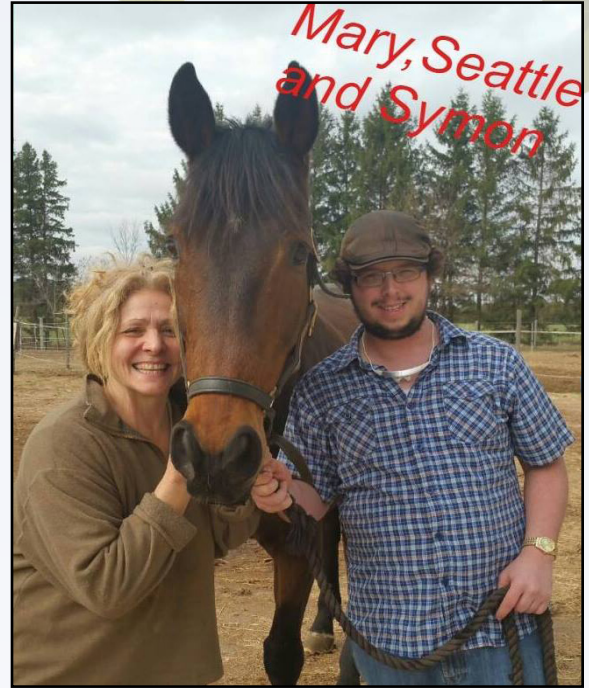
Shantelle began working at Cut and Sew Co. microbusiness in 2017. Beginning with learning the basics of sewing using a machine, Shantelle quickly learned how to hand stitch and piece projects. To date, Shantelle has made 5 quilts, 3 of which she has sold at local craft shows. With an eye for detail and precision for straight lines Shantelle continues to lead the team. Cut and Sew Co. will be shifting its business direction to include making dog beds of recycled jeans where Shantelle will take on larger responsibilities to complete orders. Shantelle is very excited about the new direction given her love for dogs!



# Finding Peace through Equine Therapy

Symon currently lives in his own apartment, works in YardBasics, and takes courses through Options. Although busy, he has expanded his learning outside of the classroom. He started volunteering at Sonflower Stables in December 2017. At first this was an opportunity for Symon to connect to their equine therapy program.

Symon started working with a horse named Seattle, the two bonded quickly. Symon now volunteers at the stables where he walks, grooms, bridals, and mucks stables. It is through this connection that he also met Mary who runs the equine therapy program. Mary and Symon have developed a great friendship that goes beyond the farm.



# We Remember

## *Margaret "Joan" Battely*

May 12, 1943 - October 24th 2017



Joan lived at Caressant Care Retirement Nursing home for the past few years. She had many interests including a special love for animals. She also enjoyed writing poetry and sharing her original works to family, friends and support staff. Friends and family always enjoyed the cards she would mail as she would never miss anyone's birthday. Joan was also a past recipient of the Dorothy Wright Award in 2000. Joan will be remembered for her warm personality and love for the people in her life. She will be missed by all her extended family, and friends from WDDIS.

## *Paul John Graves*

August 14th 1951 - November 26th 2017

Friends, family and staff gathered at Woodstock and District Developmental Services on Thursday November 30th, 2017 for a Celebration of Life to honour Paul's life. Many stories were shared by family from his early years being the eldest of five (5) children and the son of caring and loving parents (deceased). In his early twenties Paul was a resident of ORC in Woodstock and upon its closing in the early 1990's Paul took up residence with WDDIS living in a couple of homes where he resided with his housemates for several years. Paul had a zest for life, was a fan of rock music, loved attending concerts and more recently enjoyed long drives, visits to the park, cup of coffee and going through his CD collection. Paul was a unique man and will be missed.







Presents

# RUNWAY OF STARS

Thursday,  
October 4<sup>th</sup>,  
2018



Oxford  
Auditorium,  
Woodstock

**Tickets:** \$45.00 or Table of 10 for \$450.00

**Doors open at 6:30pm, Show at 7:30pm**

**Includes:** Fashion Show with styles from leading local retailers, hors d'oeuvres by Panino's, cash bar, musical guests and an evening of fun!

Tickets on sale starting August 23rd, please contact:

WDDS 212 Bysham Park Dr. 519-539-7447 ext 221 [skopko@wdds.ca](mailto:skopko@wdds.ca)

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