

# Annual Report

## 2022-23



# DSL

DEVELOPMENTAL SERVICES  
OF LEEDS AND GRENVILLE

Enhancing Abilities, Promoting Independence,  
Advocating for Inclusive Communities **Since 1983**

*CELEBRATING 40 YEARS*



# MISSION STATEMENT

Developmental Services of Leeds and Grenville is committed to providing a variety of clinical and support services which will enable persons with developmental/intellectual disabilities to develop their potential within their communities.



**DSL****G**

DEVELOPMENTAL SERVICES  
OF LEEDS AND GRENVILLE

# Annual Report Stats

April 1, 2022 – March 31, 2023

## Services and Supports (in excess of 495 individuals)

### Adult and Community Services

- Advocacy
- Case Management
- Community Participation Support
- Foundations

### Children's Services

- Advocacy
- Case Management
- Children's Service Planning Co-ordination
- Children's Summer Groups

### Passport Program

- Individualized Funding

### Housing and Program Initiatives

- Family Home
- Enhanced SIL (teaching/training)

### Residential Services and Supports

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

### Specialized Services

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

### Summer Students

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

### Student Placements

- Bachelor of Behavioural Psychology

### Distress Centre Lanark, Leeds & Grenville

- Responded to over 9500 calls

# Annual Report of the Chair

Annual General Meeting • September 18, 2023

It is Developmental Services' 40th year of providing support services to individuals and their families in the Leeds and Grenville area. Throughout this time, it was important to work with other agencies provincially to address the issues and raise awareness of the challenges faced by individuals and families. DSLG has taken an active role with others to provide integrated and inclusive practices within individual communities. Over the years our approaches and services have evolved enhancing the opportunities available to the individuals we serve. Locally, in Leeds and Grenville, DSLG personnel work in partnership with preschools, K-12 schools, health providers, housing and other community agencies to support individuals and families. These practices have resulted in enhanced services and given a greater individual voice to the clients and families. As a result of this work, DSLG has contributed to a more resilient and caring community.

The past year has seen a number of retirements from the DSLG management team. We extend our thanks and appreciation to Dale Crawford and Heather Nielsen for their immense contributions to DSLG over the years and wish them all the best as they begin new directions in their lives. We extend a warm welcome to those who have stepped into those very big shoes so ably to continue this work. There have also been new positions created to support the expanded responsibilities of some programs.

As a Board of Directors, we were once again able to meet face to face again after many months of meeting remotely. Each month, we look forward to the opportunity to meet a different Manager to hear about the program and the goals that they have developed with front line staff to realize their collective vision. We applaud and thank everyone for their contribution to this process. The Board extends its thanks to front line staff. It is through your work that clients realize their aspirations, and the community becomes increasingly able and willing to support inclusion and acceptance.

Thank you to the financial team at DSLG for making the Board of Director's job of fiduciary oversight of DSLG's financial management an easier part of our job. The financial overviews provided monthly (with extra detail communicated by Tom) gives each of us confidence that historically, DSLG has, and continues to make sound financial decisions. Thanks also to the leadership role that Tom Turner provides within the organization and to us, the Board of Directors. Tom is deeply committed to the organization and to the DS sector and we are grateful for his stewardship.

Finally, congratulations to DSLG in celebrating their 40th year in Leeds and Grenville. Thanks also to Linda Ostler and her committee for noting the occasion by publishing a Cookbook with recipes contributed by present and former staff. This collection will be a reminder of the important role that DSLG serves in the community.

Thanks to my fellow Directors in providing oversight of the affairs of DSLG during the past year. It is always a pleasure to follow the depth, breadth and perspective of each of your thoughts in our discussions. It was a minor celebration to return to face to face meetings, and not have to "Zoom in" to attend. Despite how grateful we were for the technology, nothing can replace the sense of team that comes from meeting in person.



Respectfully Submitted,

**Pam Little,**  
Board Chair

# Executive Director's Report

Annual General Meeting • September 18, 2023

*“The greatest discovery of all time is that a person can change his future by merely changing his attitude.” - Oprah Winfrey*

The pandemic was still with us throughout the 2022/23 period, however, it was slowly improving across our region and the world. The agency still maintained health precautions, but services were slowly getting back to a “more normalized fashion.”

The agency was celebrating a significant milestone on July 1st – 40 years providing services to individuals and families in Leeds and Grenville. The unconventional means of providing services during the peak of the pandemic allowed us to look at service delivery differently and change our attitude towards how services and programs could look, as the quote above speaks to.

Ministry business continued with a Provincial transformation paper called “Journey to Belonging”, which outlined the government’s principles of improving services, becoming more person directed with a focus on community inclusion and participation, as well as increasing individualized funding. With this new focus, the Ministry also co-ordinated a Cost Analysis Project across agencies in the province to gather statistics and costs of various services and programs. This was to hopefully get a better understanding of the variables and translate this information into a possible future funding method. It gave our agency an opportunity to really look at the focus of the “Journey to Belonging” paper. It also allowed us to reflect on how we did business during the pandemic and see where the principles of this change would apply, to make changes to improve services and really connect to people.

Our programs continued to provide quality service, while still at times dealing with complex and challenging cases. We also continued to struggle with staff shortages at times, and many staff stepped up to provide coverage. The residential programs worked extremely hard, as we were dealing with several clients, and an emergency admission, which continued much longer than anticipated. The staff were extremely professional and provided quality care throughout this period.

With the Inclusive Child Care Program no longer continuing, staff were transferred to various programs, mainly the Passport program. This gave us another opportunity to expand and serve people on the waitlists. This program continues to grow, and we are looking at ways to become more efficient and effective.

The Children's program continues to build their caseloads and get back to more direct services. With the assistance of the Clinical team, they are looking at revising the Intake and screening process for children entering service. They also are expanding to our satellite offices to provide direct services in those areas. The program also operated another successful Children's Summer Program, offering a number of opportunities to children over the months of July and August. The program incorporated the Blue Jays Care Foundation baseball program for children with disabilities.

The Clinical Team continued to provide assessments, behaviour, and consultation services to many community individuals, as well as reviewed and revised some internal processes to improve services and meet Ministry guidelines.

Our Community Participation Services (Community Connections/Foundation) also looked at shifting some programming more in the community and linking people to interests. We will continue to look at each program and discuss how we best meet the objectives of the "Journey to Belonging" philosophy.

It has been a busy year, and not without difficulties at times, but again the staff responded professionally and supported each other and the individuals we serve to get through whatever we faced. We continued with the IPAC committee (Infection, Prevention and Control), until we heard from the Health Unit and Ministry that guidelines and restrictions were off. We kept masks optional for staff and continued with sanitation stations and health supplies, to keep everyone safe and allow for individual comfort levels.

We are looking at moving forward with our Quality Assurance Committee, to look at internal processes and improving our individual and program outcome measurements.

It is with great pleasure that I get to work with so many exceptional people and lead this agency. It is with everyone's input and hard work (staff, management, and the Board), that we continue to move ahead and make changes to provide quality services.



Respectfully Submitted,

**Tom Turner,**  
Executive Director

# DSLГ ~ Celebrating 40 Years!

DSLГ achieved an important milestone on July 1, 2023 ~ 40 years providing services in the community.

Celebrations were organized over several months and began with a special event for staff at the Brockville Country Club on June 29th, which was a learning day and a reflection on the 40th anniversary, with launch of the DSLГ 40th Anniversary Cookbook.

Staff were welcomed with introductions and opening remarks from Tom Turner (Executive Director) followed by three exceptional speakers:



### **Janet Klees**

(Speaker, Writer, Consultant and Executive Director of Durham Family Resources) – *It's All About Relationships: Building A Context for Relationship Strategies for Roles, Relationships and Places of Belonging*



### **Guillaume Tremblay**

(Nurse Practitioner, The Royal, Mental Health Care and Research) – *Mental Health Hygiene / The Happy Brain*

### **Anne Maloney**

(Program Manager, East Region Ministry of Children, Community and Social Services) – *Journey to Belonging*



The DSLГ 40th Anniversary Cookbook reflects on the history of the organization capturing key events, and features a variety of recipes submitted by current and former staff. The artwork in the cookbook was selected from individuals associated with Creative Arts offered through the agency. The cookbook will provide staff with a lasting keepsake for years to come!





# Best wishes and Congratulations on 40 Years

from Michael Barrett, MP; Steve Clark, MPP;  
and Mayor Matt Wren, City of Brockville



# 40th Anniversary Community Events



## **Stingers (Brockville)**

DSLГ sponsored a fun-filled day at Stingers on Saturday, July 22nd. The facility was provided to DSLГ free of charge to hold this event. The event was open to anyone in the community, and participants could engage in activities of their choice (pickleball, badminton, soccer, squash), enjoy some live music (Karaoke at Aaron's Music Instrument Lending Library), get their picture taken at the photo booth and enjoy a donut from "Wish Upon a Donut". The event was well attended and a huge success!



## **Rib Fest (Brockville)**

DSLГ had a booth at Rib Fest (Big Brothers Big Sisters event) on Saturday, August 12th. Individuals from Residential Services assisted during the day with greeting people and handing out information about services. Despite the rain, the event was well attended.



### **Kreepy Kemptville**

DSLG was present at the Kreepy Kemptville festivities on Saturday, October 28th. Children's Services had an assortment of chocolate treats and playdough to give the trick or treaters who visited the booth. A spooky good time was had by all!



### **Pump-Gan-Fest (Gananoque)**

DSLG was proud to participate in the Gananoque Lions Club's annual Pump-Gan-Fest on Saturday, September 30th. The beautiful weather and festival activities drew large numbers of families, and the DSLG booth welcomed many visitors. Cookies from Panache Bakery were handed out along with information regarding DSLG services.



### **Public Skate (Prescott)**

DSLG sponsored a public skate at The Alaina Chartrand Community Centre on Saturday, January 6th (2024) during Christmas break when schools were closed. Individuals from Community Connections were on site to profile the agency and hand out treats. The event was well attended and enjoyed by all!

# Children's Summer Group Program

The summer of 2023 saw another successful summer group program offered by the Children's Services team. The purpose of the group is to allow the children involved to build social skills in a fun and interactive daily summer day camp model. Community outings and activities provided daily opportunities for the children and youth to practice their targeted skills in a natural setting. The summer group was fully immersed in the community utilizing resources such as:

- *Aquatarium*
- *Brockville Train Tunnel*
- *Brockville Rotary Park & Splash Pad*
- *Saunders Farm*
- *Stingers*
- *Mini golf*
- *Fort Wellington*
- *St. Lawrence Park*
- *RiverWalk Park*

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

The group's success was derived from the model used to best aid in the social development of the children who participated. This model offers families the opportunity for their children to successfully participate in the group through a low child to staff ratio. Each group had 2 summer students supporting a maximum of 4 children per group. There was a total of 31 children who had the opportunity to participate (many for two weeks) in this group that is unmatched within Leeds and Grenville. All children and youth who participated not only made a number of new friends, but also made memories that will last a lifetime!

The success of this group could not have been possible without the planning and dedication put forth by our three child and family community counsellors as well as the four enthusiastic students who carried out our vision. This program would also not be possible without the ongoing support from DSLG's Board of Directors. The staff, families and most importantly, the children and youth, look forward to another successful summer in 2024!

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



# Distress Centre ~ Ontario Trillium Grant

The Distress Centre of Lanark, Leeds and Grenville applied for the Ontario Trillium Grant: Resilient Communities Fund, which focused on recovery, building capacity, resilience, and sustainability after COVID-19. The Distress Centre was fortunate to receive the grant in the Spring of 2023. Since then, the Distress Centre team has been working on developing the program and enhancing the training volunteers receive to further support our community. The Ontario Trillium Grant also allowed the Distress Centre to hire a Community and Engagement Coordinator whose primary focus is on recruitment, engagement, and retention of our volunteer base. Since receiving the grant, volunteer recruitment has increased by 50%, and connections made within the community has increased by 60%. The Distress Centre is looking forward to continuing to develop and grow the support we offer to our community as well as the connections with community agencies.



Respectfully submitted,

**Kendra Noseworthy,**  
Distress Centre Volunteer Co-ordinator



*(left to right)*

MPP Steve Clark, Katie Holmes (Distress Centre Volunteer Co-ordinator), Chloe Looyen (Distress Centre Engagement & Evaluation Co-ordinator), Kendra Noseworthy (Distress Centre Volunteer Co-ordinator), Sarah Kaufman (Manager, Distress Centre), Tamara Baldwin (volunteer at the Ontario Trillium Foundation) celebrate a Trillium Grant for the Distress Centre on Friday, October 20, 2023.

*(Photo taken by Catherine Orth, Special to The Recorder and Times.)*

# 2023 Student Awards

**Since 2007**, DSLG has offered student awards to first year post-secondary students pursuing a career in a field related to developmental/intellectual disabilities. A one-time financial award (\$2,000) is available to a student in three categories: university level, college level, and graduate (R.G. McMullen award).

**The 2023** selection committee consisted of two Board members (Dianne Dillon and Alf Platts), the Manager of Children's Services (Sarah Kaufman); and the Executive Director (Tom Turner). There were no applications for the graduate award (R.G. McMullen Award) this year.

Awards to two individuals were presented at DSLG on Thursday July 27th:

**Jayden Coughler** registered in the Justice and System Youth Worker Program at Algonquin College.

*"I am hoping to learn how to connect with youth who may be at-risk or troubled. As well, I want to work with youth who have already been in trouble with the law and help to set them on the right path for a successful future. Through my work with my brother who has autism, my volunteer hours with the Kemptville Youth Centre, and my co-op placement in the multi-needs room at North Grenville District High School, I have learned to support people who have developmental or intellectual disabilities to learn, self-regulate, and feel a part of the school community."*

Jayden Coughler receiving her award, presented by Tom Turner, Executive Director. Deanna MacMillan was not available to attend the presentation.



**Deanna MacMillan** registered in the Bachelor of Arts, Psychology Program at Carleton University.

*"The careers I dreamed of having fluctuated over the years, but one thing I was always sure of, was that my mission was to help. Mental health is an area that in a lot of communities lacks the amount of workers it needs. Being able to join the force of people who are making big waves every day in people's lives is something I truly look forward to and I cannot wait to start making an impact."*

# Distress Centre Lanark, Leeds and Grenville 2022-2023

The Distress Centre of Lanark, Leeds, and Grenville for 30 years, has worked on behalf of, and with the Ministry of Health and Long-Term Care, the Local Health Integration Network, and Lanark, Leeds and Grenville Addictions and Mental Health to build the capacity of the community offering a distress line service from 5pm to midnight, 365 days a year. The Distress Centre supports callers through an active listening model which helps identify emotions and aids callers in finding solutions and supports that will work for them. The Distress Centre also actively provides suicide prevention support to callers. Over the past year Distress Centre volunteers have seen an increase in the number of incoming calls from the community and have responded to over 9500 calls from April 1, 2022, to March 31, 2023. Also noted during this time, is the increase in the needs and distress level of incoming calls. In addition to incoming calls, volunteers are currently supporting 50 warm line clients through the prevention-based referral service.

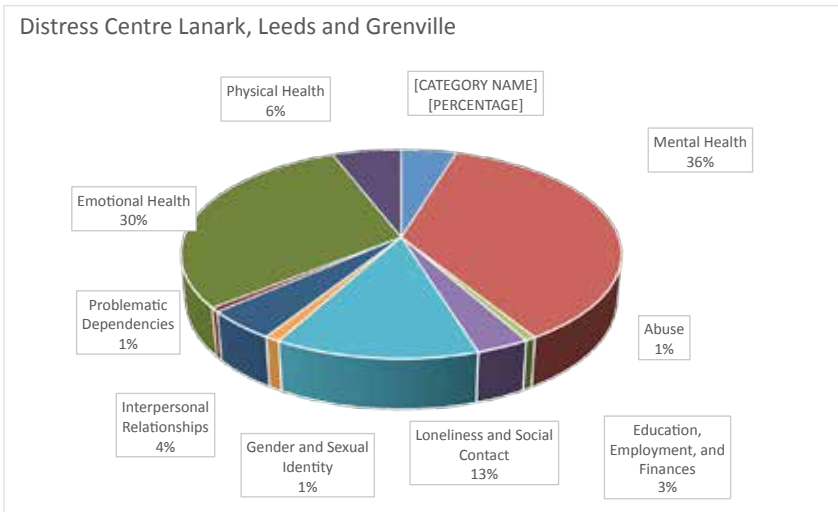
On February 1st, 2023, the Distress Centre celebrated their 30th anniversary. The Distress Centre opened its doors in February of 1993 with two locations: one in Leeds and Grenville and the other in Lanark. This initial program operated only on the weekends from 7:00 pm - 11:00 pm and was staffed by 15 volunteers. During the first year the Distress Centre reported 175 - 200 calls. After steadily gaining traction the Distress Centre was able to extend its days of operations to seven days a week, open from 5:00 pm - 12:00 am. Over the last decade calls to the Distress Centre have increased by 70% and from 2012-2023, has serviced 75,505 calls.

Since COVID-19 the needs of the community have increased, and so has the needs of the program. As the calls have increased so has the intensity of those calls. The Distress Centre was fortunate to have received the Ontario Trillium Grant which has allowed us to further develop the program and enhance the training volunteers receive to further support our community. The Ontario Trillium Grant also allowed the Distress Centre to hire a Community and Engagement Coordinator with the focus on recruitment, engagement, and retention of our volunteer base.

We would also like to highlight the 13 ASIST (Applied Suicide Intervention Skills Training) 2-day Workshops that have been completed since June of 2022, increasing the capacity and confidence of many of the volunteers. Both Volunteer Coordinators have achieved Master Trainer status in ASIST during this time.

As part of our Community Awareness Campaign, in the last year the Volunteer Coordinators have been actively involved with promoting the Distress Centre by doing monthly community publicities, radio and newspaper interviews, and in person presentations throughout Lanark, Leeds and Grenville.

The chart below provides a detailed breakdown of the types of calls that Distress Centre Volunteers have assisted with over the past year with a total of 9503 calls.



Respectfully submitted,  
**Sarah Kaufman**, Manager, Distress Centre



# Financial Highlights for 2022/2023

Developmental Services of Leeds and Grenville offers a diverse range of clinical and support services funded through multiple sources. The Ministry of Children, Community and Social Services (MCCSS) is our primary funder. Additionally, we receive funding from Lanark Leeds and Grenville Addictions and Mental Health (LLGAMH), United Counties of Leeds & Grenville (UCLG) and Individualized Funding through Passport, Complex Special Needs (CSN) and Special Services at Home (SSAH).

Total consolidated revenue and gross expenditures increased by 5.0%. This increase was primarily due to the completion of all construction for the Community Treatment Home, which is now fully operational, and the commencement of the Permanent Compensation Enhancement. Through good planning the organization maintained the stability of high-quality clinical, client, program services, and well-maintained facilities and equipment.

The organization continues to invest significantly in the development of the web-based Information Management System (IMS). The IMS system ensures that we meet accountability requirements of our funders and improve decision making that enhances day-to-day service delivery.

With the move towards digital based/paperless systems, the organization has made significant investment in cyber security to protect its clients, staff, and business from the risk of malicious cyber security threats such as identity theft, hacking, malware and ransomware. Various tools and protocols, including Virtual Private Network (VPN) and Multi-Factor Authentication (MFA) along with employee education and training, have been implemented to mitigate these risks and safeguard confidential information. As the move towards digital-based systems grows, DSLG is committed to ongoing investment in cybersecurity and IT to ensure the protection of sensitive information, ensure proper accountability to our funders and to enhance the client and employee experience.

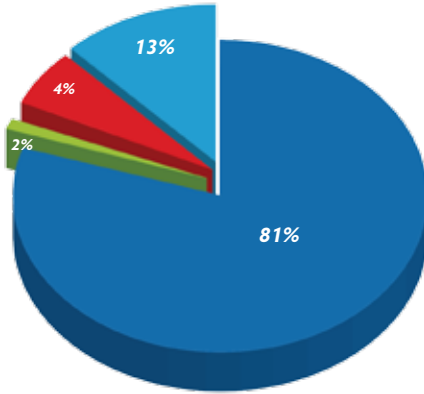


Respectfully submitted,

**Brandon Noseworthy,**  
Manager of Finance

# Financial Highlights for 2022/2023

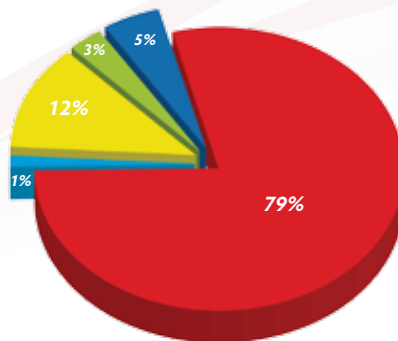
## Where the money came from



- Ministry of Community & Social Services
- Ministry of Health
- United Counties of Leeds & Grenville
- Other

## How the money was spent

- Wages & Benefits
- Travel & Training
- Purchased Services
- Premises Rental
- Supplies & Services



# Employee Milestones

Congratulations to our employees who reached a milestone in years of service:

40 Years

Linda Ostler  
Karyn Wilson

30 Years

Elizabeth Nicholson  
Tom Turner

25 Years

Randy Desjardine

20 Years

Kim Gomes  
Nicole Linderman

15 Years

Steve Armstrong  
Erika Davidson  
Lesley Kingston  
Heather Laushway  
Monica Livius  
Natasha Millar  
Nicole Mitchell  
Raiva Sawko  
Amy Walker  
Amanda Warner  
Lisa Zufelt

10 Years

Lynn Coleman  
Brayden Edgeley  
Stephanie Rogerson

# Retirements this year ...



## **Kendra Fraser,**

Resource Consultant, Inclusive Child Care Program  
Retired August 2022

Kendra surprised her friends and co-workers this past year, and "retired" from her position as a Resource Consultant with Children's Services. With 20 years of service, she accepted a job opportunity in Southern Ontario, where she was looking forward to living closer to her family. The passion for her work was evident through the enthusiasm she came to work with every day. Kendra had a pleasant nature and was well respected for her work, advocating for children and families. She made many life-long friends, and we thank her for her commitment, dedication to her work, and for the support she provided to children and families over the past 20 years. We wish her all the best!



## **Heather Nielsen,**

Manager, Housing Initiatives including Family Home  
Retired June 2023

Heather surprised her friends and co-workers by announcing her retirement plans after 37 years of service. A long-time employee, she began her career at DSLG working as a Crisis Intervention Counsellor. Within a few years she accepted a position as Co-ordinator of Family Home Care, which later expanded to Manager of Family Home Care and Innovative Residential Services as well as Foundations. She participated in the development of a unique living arrangement where two individuals lived together in a home owned by one of the individuals. Heather worked closely with all those involved to make the arrangement very successful. As the Developmental Services sector was transforming and there was stronger emphasis on community learning opportunities for individuals, she was instrumental in developing a teaching/training model to teach skills necessary for independent living in a residential environment, and also had a key role in planning and implementing curriculums that would reflect current social and technological trends. Skills taught were practiced using an innovative teaching/training model, first in an apartment owned by DSLG, and later the program transitioned to offer



# Retirements this year ...

the teaching to individuals in their own home. Heather was a key organizer for many years for the annual agency Golf Tournaments, putting her creative talents to work making the event fun for everyone.

Heather was looking forward to the “next chapter of her life”, unsure exactly what might be in her future. She was planning to travel, spend more time with her grandchildren, continue to volunteer at the Arts Centre with costume design, and enjoy her home, especially her newly renovated kitchen. Heather made lasting friendships throughout her many years of service and will be truly missed. She is wished all the best!!



**Joe Molino,**  
Ph.D., Clinical Psychologist  
Retired April 2023

Joe Molino announced his plans to retire this past year, after 30 years of providing Psychological Services to individuals associated with DSLG. Well known and respected in his career, DSLG is very proud to have had his professional services. Having worked at Rideau Regional Centre during the period of institutionalization, he was part of making history – providing clinical services during the transformation of a system that could respond to the needs of individuals living in the community. He maintained a close connection with an individual receiving DSLG supports, who had lived most of his life at Rideau Regional Centre, and planned a day trip for the two of them to re-visit and tour the institution, which was his former home – this was very special! He had a wealth of experience, expertise, and knowledge of individuals within the Developmental Services sector, and played a significant role in the planning and growth of clinical programs at DSLG such as Behavioural Services, the Short-Term Treatment Home, Crisis Intervention Network, DD-TRHP Program and Community Treatment Home to name a few. Having enjoyed a long and rewarding career, he was looking forward to having more time for his hobbies such as photography, and doing some travelling. He is wished all the best!



# Retirements this year ...



## **Dale Crawford,**

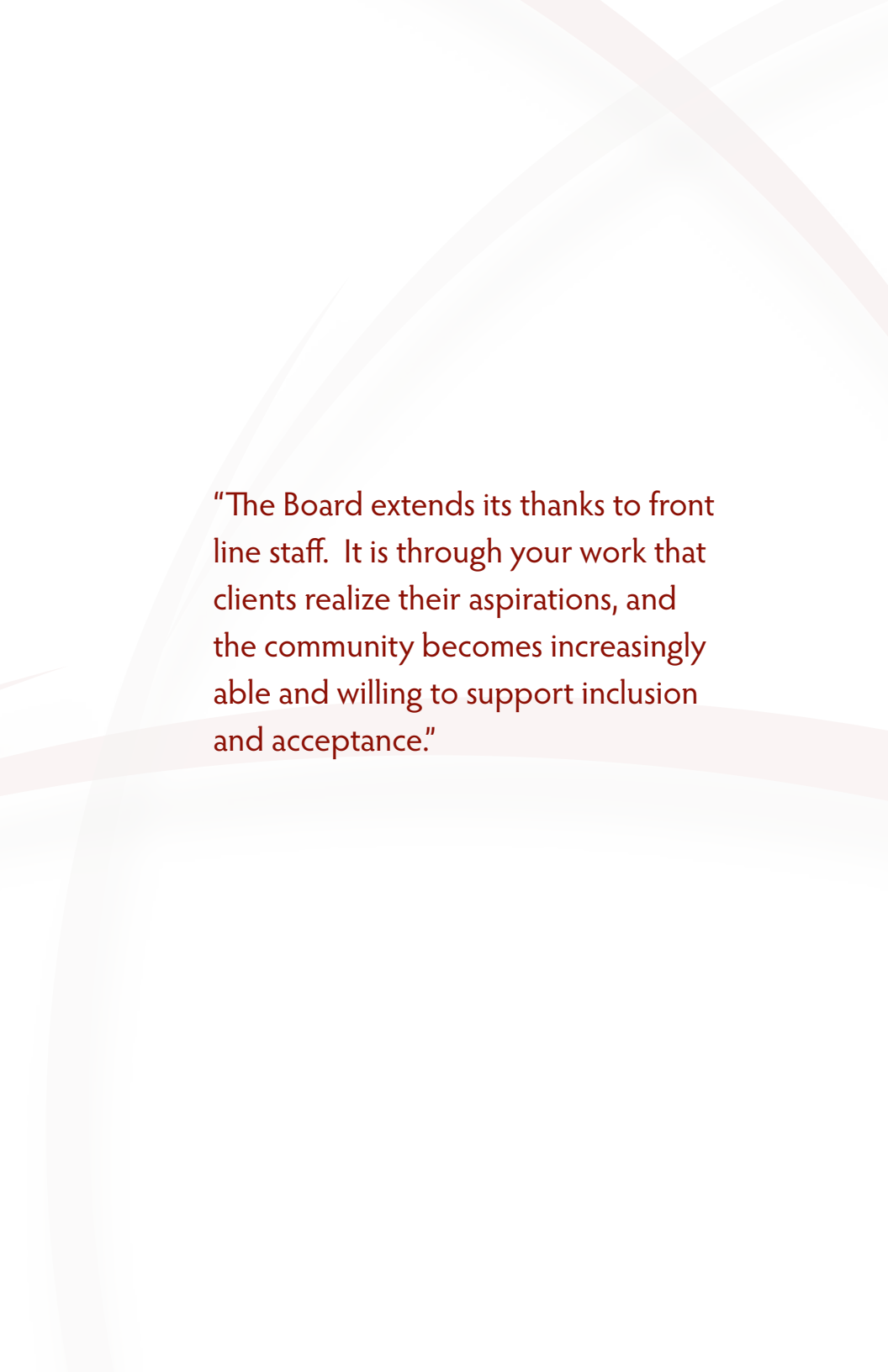
Director, Finance & Systems

Retired January 2023

Dale Crawford surprised his friends and co-workers by announcing his retirement this past year. Dale was a long-term employee with 36 years of service. His career started in 1986 hired as a Computer Analyst. As the agency grew and the era of technology was upon us, his responsibilities increased as well. Working with Dr. Kees Van den Heuvel (Psychologist) in "the early days", they developed the agency's customized Information Management System for the purpose of automating Client Records and records management. The system was later expanded to include the automation of mandatory staff training, phone messages as well as room and vehicle bookings. He was also integral in DSLG providing the network, software and support for the Kingston Regional Client Access System, as well as development of the software for the Ministry for regional Serious Occurrence Reporting. Other key projects he was involved with included Accreditation and Quality Assurance Measures. A promotion to Director of Finance & Systems came with his increased workload that included leadership in the areas of Finance, IT, as well as Human Resources responsibilities. Dale played a key role in many of the business decisions such as acquisition of property in relation to program planning, and he was tasked with "project manager" during location changes and major renovations at various locations.



Dale met his "life-long companion" working at DSLG (Lisa Crawford, Manager, Quality Assurance and Distress Centre). He was well respected in his position and will be remembered for the "sense of calmness" that he maintained in all situations. Dale made a significant contribution to the growth of the agency over 36 years and will be truly missed. Retirement plans were going to include enjoying his home, travel, and golf. He is wished all the best in his retirement!



“The Board extends its thanks to front line staff. It is through your work that clients realize their aspirations, and the community becomes increasingly able and willing to support inclusion and acceptance.”



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