

# Annual Report 2009-2010

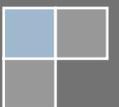
## The Ottawa Rotary Home

Presented to The Ottawa Rotary Home Board of Directors and members  
of the Rotary Clubs in the Eastern region



Gina St. Amour, Executive Director

7/6/2010



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# ANNUAL REPORT 2009-2010

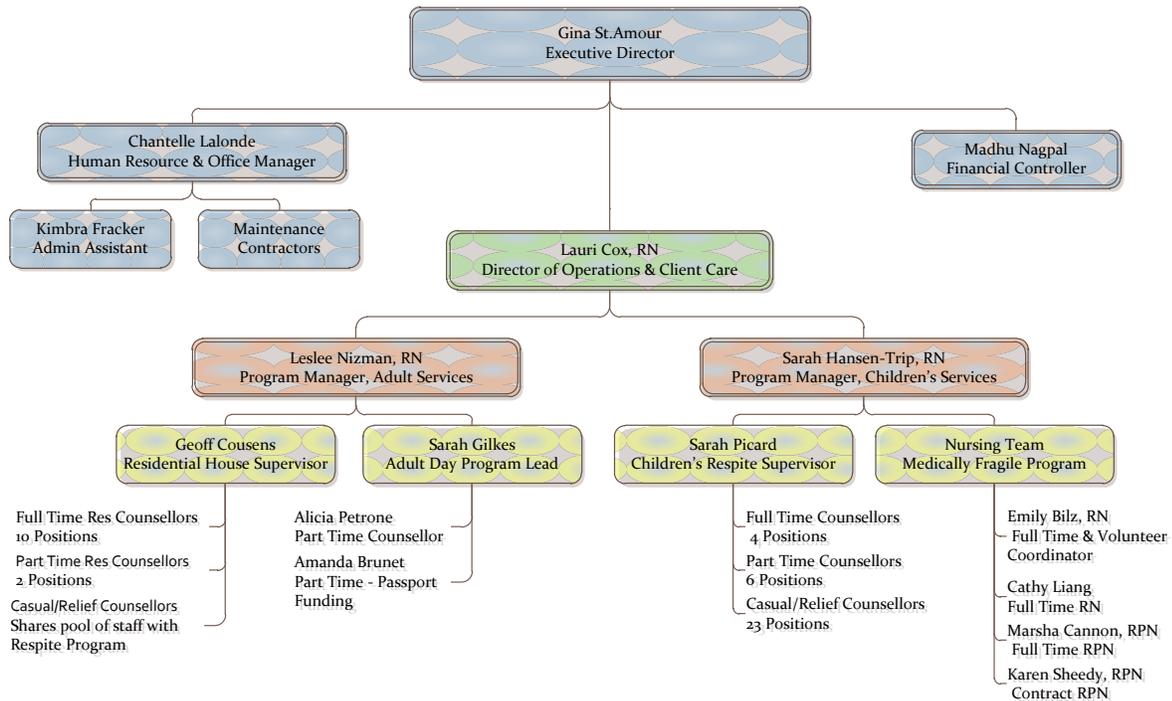
## *The Ottawa Rotary Home*

### OVERVIEW

The 2009-2010 year will forever be in our hearts as our first fiscal year in our new respite home at 4637 Bank Street and in providing permanent residential supports at our 30 Rochester location. There were adjustments for all but the 2009 year began with our grand opening in May in the presence of the Premier of Ontario Dalton McGuinty and the Minister of Community and Social Services (MCSS) Madeleine Meilleur and culminated with the organization winning the Gold level Business Achievement Award Non-Profit category, from the Ottawa Chamber of Commerce. As 2009 transitioned to 2010, plans were in the works for improvements to children services, a regular schedule of adult respite services and a commitment to the human resources needs of our organization. The focus of 2010 was to assess and improve the quality of services we offer through all our respite and residential programs and to focus on the staff members who provide those essential supports and services.

The year was also one which highlights the mottos, “expect the unexpected” and “perseverance will prevail”. A new, larger location at Bank Street challenged us to be creative and re-assess just how we operate to be most efficient. Our transition to Residential Services challenged us to assess long-term goals and dreams of our newest members and different ways we can embark into concrete person centered planning. The majority of the year focused on transition and stabilization for staff, children, adults and families; particularly in light of the restoration project which began in February due to the water damage sustained from a ruptured pipe. As we train and develop our Core Competencies model under our Human Resources strategy, we have become firm believers in the competency of “Resilience”. Our staff members and families continue to impress upon us that despite set-backs, anything can be accomplished as long as we work as a team. Our adult respite initiative would be proof of this resiliency; through donations, corporate sponsorships, MCSS funding and fee for service, we were able to provide 266 overnight respite visits for young adults in our community. Overall, we are pleased to announce that it was a very successful year in the history of The Ottawa Rotary Home.

## ORGANIZATIONAL STRUCTURE



## ADMINISTRATION

Given the level of growth the organization has experienced, it was not surprising to realize that the administration and management structure of The Ottawa Rotary Home required attention and action.

The Executive Director, Gina St. Amour, continued to be responsible for the overall management of the Leitrim campus programs and the 30 Rochester program. All areas required extensive planning and management to ensure that our standards were maintained, timelines were adhered to and that families continued to have their needs met during the course of the year. However, it was a struggle to ensure that the day to day tasks and priorities were being carried out and responded to accordingly.

Lauri Cox, Director of Operations and Client Care, continued to demonstrate exemplary performance in managing a team of nurses and supervisory level staff to ensure that programs were operating efficiently. Lauri worked diligently to uphold our best practice approach and high standards of care in our new respite and residential homes. However, it once again became apparent that the need for her to work at a more global level of service delivery was impacting the support she could provide on a daily basis.

As we monitored how well the management model was working at 30 Rochester, we quickly realized that we had not created a linear line of support for both our respite programs and our residential program. We undertook a phased in trial period to re-align the positions within the organization so that there was continuity and consistency amongst programs. Due to changes to the nursing team (maternity leave and departures), we took the opportunity to move Sarah Hansen-Trip into the

position of Program Manager for Children's Services (formerly Program Coordinator) on a full-time basis for an 8 month trial to assess the benefits and drawbacks of having one person in the position (versus a rotation of 3 RN's). This was the first step to matching the former Program Coordinator role with the Residential Manager role (held by Leslee Nizman) at 30 Rochester. Over the course of the trial, it became very apparent, through qualitative (parental and staff feedback) and quantitative data (highest number of successful new family intakes in one year), that our outcomes were stronger when one person managed the role versus 3 people sharing the tasks. The next phase would be to trial a respite supervisory role comparable to the floor supervisor position at 30 Rochester (held by Geoff Cousens) but this will be a goal for the 2010-2011 fiscal year.

With the Adult Overnight Respite Program operating two weeks per month, recruiting, hiring and orienting new staff became a full time function. In January 2010, Chantelle Lalonde, CHRP was hired on a one year contract as our Human Resources & Office Manager to help fulfill the HR role and to also assist in our Health and Safety needs and in maintaining our facility. Chantelle's expertise has been a wonderful addition to the team. The Executive Director initially attempted to manage the Adult Overnight Respite Program as it was originally planned to be sporadic in nature however with the approval to use our surplus residential funding, it was necessary to draw on the expertise of Sarah Gilkes from our Adult Day Program. The regular respite could not have been implemented without the leadership of Sarah G. A tremendous thank you is extended to Sarah G. and Sarah HT for their initiative and skill in rolling out the new program at the Leitrim Campus!

Overall, the evolution of our management team has taken flight and now consists of a team of 7. A special thank you to Lauri, Sarah HT, Leslee, Madhu, Chantelle, Geoff and Sarah G. for all their hard work over the course of the year!

The Administrative Assistant position continued to be a necessary complement to the team and fluctuated between 20 - 35 hours per week depending on the work load and priority at any given time. A sincere thank you to Kimbra F. who demonstrates great flexibility with her tasks and a thoughtful approach with our families.

Projects that were finalized this year were the Board Governance Package and the revised Policies and Procedure manual. A heartfelt thank you is extended to those members who spent time meeting, reviewing and editing those documents.

## FINANCES

The addition of Madhu Nagpal as our part-time Financial Controller continued to prove to be very beneficial. In terms of our year-end financial situation, the organization will see a deficit of \$27,015.00 due to the capitalization of our vehicle lease and the difference between the amortization of our deferred contribution and our depreciation expense in our audited financial statements. In terms of our year-end Transfer Payment Annual Reconciliation report for the Ministry of Community and Social Services/Ministry of Children and Youth Services, the result will be a deficit of \$532.00.

## COMMUNITY LIAISON

One of the important aspects of the position of Executive Director is playing an active role in the community in order to better the lives of the individuals we serve. This also serves to ensure that the organization is known and recognized by the whole community, especially by those who might have need of the service. During the past year the Executive Director has actively participated in the following ways:

- Chair of the Developmental Services of Ottawa group (formerly EDO).
- Co-chair of the RN Advisory Committee
- Member of the Children's committee of Developmental Services of Ottawa
- Member of the Children's Coordinated Access Steering Committee
- Member of the Community Services Planning Table

Our Director of Operations & Client Care, Lauri Cox, also actively participated in the following ways:

- Member of the Children's Coordinated Access Resolution Table
- Member of the Medically Fragile Technologically Dependent sub-committee of Coordinated Access Steering Committee
- Member of the RN Advisory Committee (as needed)

## STAFFING

We were well aware that 2009-2010 would be a year of stabilization and planning in regards to our staffing within the organization. Not only were we initiating new staff members to our values and principles but our goal was to find a mechanism/tool to truly harness the skills and personality to match the vision and mission of our organization.

Including both our Rochester and Leitrim campus, a total of 32 new staff members were hired between April 1 2009 and March 31<sup>st</sup> 2010. Twelve people were initially hired into full-time or Permanent Part-time positions for the Residential Program and the remaining staff members were backfilling the positions vacated in our children's program, plus additional casuals to respond to increased demand. Our nursing program struggled over the summer months as we had one RN (Patricia B.) depart on early maternity leave, one (Amanda J.) leave for a position at the Ottawa Rehabilitation Centre and one (Emily B.) request a leave of absence to pursue further educational opportunities. By October 2009, we had stabilized the nursing team situation and were back up to full complement. Otherwise, our full-time staff members were fairly consistent with two maternity leaves and the necessary backfilling for the one year time frame.

In our pursuits of a tool or mechanism to capture the essence of our front-line workers, a wonderful opportunity presented itself through our connection with OASIS (Ontario Agencies Supporting



Individuals with Special Needs). A provincial pilot project was established to develop the Core Competencies associated with Developmental Services. Our organization has been successful in our application to participate in a provincial pilot project relating to these developed core competency areas. The guiding principles underlying the core competencies model include an integrated human resource approach that will inspire and recognize skilled, professional direct support employees and raise the dreams and aspirations of the people we support. Our organization is one of sixteen agencies across the province chosen to pilot these new standards over a 9 month period and to champion the new process within the Eastern region following the pilot. Thanks to Lauri Cox and Sarah Picard who are leading the organization through this pilot.

The feedback we are hearing from parents and families from both our Respite and Residential program is our staff are highly professional, care deeply for the children and adults, and are flexible in meeting the family's needs. Thank you to the entire staff team who have done an excellent job in maintaining the exceptional quality of care for which we are recognized in the community! It is only through your hard work and dedication that we continue to have families seeking our services.

## STUDENTS

Once again the Organization had the opportunity to assist with the training of individuals from a variety of fields. In addition to our regular placements of DSW and nursing students, the medical students from the University of Ottawa returned to speak with the staff and children in the respite home.

### Master's of Social Work Student Placement

For the first time in the history of the home, a Master's of Social Work student from Carleton University (Helen Pace) completed her 4 month placement with our organization. Helen reported directly to the Executive Director and assisted with various administrative projects relating to Adult Respite Services. In her short time with us, Helen embraced the vision, mission and values of our organization and has remained as a volunteer assisting with our landscaping initiatives.

### Developmental Service Worker Student Placements

Over the year, we accepted 8 DSW students; 3 at our Rochester Campus and 5 at the Leitrim Campus. At Rochester, we had one intensive DSW student (who was subsequently offered a full-time contract position covering a maternity leave with us) and 2 DSW students who completed their Residential Health Component with us. At Leitrim we have 4 students through the intensive program (2 of which we hired) and 1 over the course of a semester.

Algonquin College continues to search for organizations that have expertise in the area of high medical needs in order to provide solid hands-on training to their students. The Ottawa Rotary Home is one of the only placements where a student can gain this essential experience now that the Rideau Regional Center is closed. We continue to work with the college to develop plans so that we may increase our capacity for student placements in a way that is both beneficial for the college and the organization. From our experience, the intensive program students demonstrate more motivation due to the nature of their course. Though, all students, during any time frame, have been

more than invaluable to all programs. The staff team continues to embrace the opportunity to share our vision and the impact we have on our clients and families.

## VOLUNTEER PROGRAM

Over this past year, our Volunteer Coordinate Emily Bilz, has been successful in engaging three new volunteers who have completed the application process and served volunteer hours. In total we currently have six active volunteers. They have proven to be dedicated and hard working individuals and we are proud to acknowledge them as an important part of our team. Over the past couple of months many individuals have stated an interest in volunteering and several are currently completing the application process. One of our primary challenges continues to be that potential volunteers seem to be intimidated by the initial documentation requirements during the application process. Our goal for this time next year is to at least double our current roster. In order to attain this goal we would like to attend more Volunteer Fairs, maximize the use of our membership with Volunteer Ottawa and implement new strategies. We are happy to announce that Caroline Smith, Respite Counsellor, has taken on the role of Volunteer Coordinator at the Rochester Campus, and hopes to begin the process of recruiting for that site.



## CLIENT SERVICE PROGRAMS

From April 2009 to March 2010, the staff members worked diligently at establishing and revamping operational procedures to meet the nuances of a larger, more spacious respite home and to remodel our practices to better fit a residential mandate. Success was had through open communication and, extensive brainstorming at staff meetings and through feedback on our new internal communication board.

### Children's Respite Programs

Our model of supporting 9 children during the week (Monday to Friday) and 11 children for the weekend (Fri, Sat, Sun), continues to be successful. The model has successfully addressed the high demand for weekend respite, and the reality that our in-charge staff can safely provide care for only one child due to the high level of needs, medication administration and the demands of supervising the shift. However, it should be noted that a trend is appearing where we are having a harder time filling our week nights and have longer waiting lists on the weekends. We are monitoring this trend at the present time and need to be conscious of the demographic changes over the next two years in terms of our graduating group.



Another notable trend in our children's programs is the fact that the children/youth we have served historically as well as new admissions are requiring more support or a higher staff ratio within our environment. This trend was noted last year but has become significantly more present over the last 6 months. In particular, this is causing additional pressure on our nursing staff associated with the Multiple Complex Special Needs (MSN) group as they are being called upon to advise, assist and assess many of the children within our regular respite program in addition to the two MSN children they have been assigned to during that shift.

Other notable trends to be tabled at a future board strategic planning session:

- More and more younger clients under the age of 4. Younger children require greater supports.
- More interest in after school care (which we do not presently offer).
- Due to our Leitrim Campus location children are now arriving home from school as early as 1:00pm. Our current budget only accommodates after school support staff to begin at 3:00pm.
- More and more requests from families who have a child with a developmental disability or autism but no physical disability (and thus do not qualify).
- Last minute cancellations have increased therefore difficult to fill week night spots at the last minute.
- Parents are finding admission and discharge times difficult with their schedules.
- Children who do qualify are presenting with behavioural challenges impacting service delivery and regular operations.
- New families seem more comfortable with our new location (tour feedback).

Our first summer at Leitrim Campus was busy and encompassed outings to various sites and community events. For example, groups of children attended: Billings Estate Historical Site (Bug hunt), Greek Fest (dance performances), Museum of Science and Technology, Museum of Civilization, the Super Ex, the Experimental Farm, shopping at the Rideau Center, music concert at the Bronson Centre and the Busker Festival. All outings and activities were planned by our Summer Recreation counselor (Jill Cook). Gratitude goes out to all of our staff and volunteers for making it happen!

### Adult Overnight Respite Program

In June 2010, we jumped into adult respite by offering a few weekend respite opportunities for families we knew who were in great need of a break. We wanted to get our feet wet (so to speak) in preparation for our corporate sponsorship week in the Fall. Keller-Williams Ottawa came through

with a week of respite for our adult families from September 14<sup>th</sup> – 20<sup>th</sup>. It was a week filled with events and learning which culminated in a full day of planting on the Saturday.

In January 2010, a timeshare model of support combined with weekend respite was offered to 8 families with young adults referred to us by Service Coordination. Internally, we were able to re-



align some funding and were granted approval from MCSS to provide a total of 6 weeks of supports between January and March. Even though this was only a temporary solution, we nonetheless were pleased to be able to offer planned adult respite services in our new facility and fulfill the “Building on the Dream” focus. Overall, without any annualized funding, we were able to provide 266 total overnights of respite service to 19 families with young adults with physical disabilities in our community.

The year 2010 hasn't been without its challenges however. In February, we had the unfortunate experience of a ruptured pipe in the ceiling of our administration area at our Leitrim Campus. Despite the quick response of staff and fire department, water damage was significant to our admin area and our adult wing and moderate to the common areas of the children's wing. Given the need for a clean-up period and city and ministry inspections, children's services were halted for 19 days but were up and running again on March 1, 2010. During our 19 days of closure we were able to support 6 children who were most in need in their respective homes. Adult respite services for our timeshare families have continued at our 30 Rochester location until renovations are completed. Due to these events, the board and management are happy to report that our emergency procedures are solid and that the staff involved executed our emergency procedures with utmost confidence and complete focus on the health and safety of the children, young adults and staff alike. Two board members arrived within an hour of the incident and were pleased to note that despite the scene in front of them, the staff had everything under control and plans were well underway to ensure the continued safety of everyone involved. A warm and proud thank you is extended to the Feb 9<sup>th</sup> team as well as to the local Fire Departments who supported one another until the last child went home safely.

### Adult Day Respite Program

Our adult day respite program has evolved over the last couple of years to take on a more structured activity based approach to client services. Monthly calendars were created which highlighted activities per week with themes and goal areas. Recreation and leisure are the primary goal areas with highlights being the Musical Wellness sessions and visits from Ray's Reptiles. The group has also done a wonderful job baking the goodies for the monthly board meetings and in preparing gifts or sale items for



special guests, donors and for community auctions. This program continues to flourish under the lead of Sarah Gilkes, with support from Amanda B. and Alicia P.

### Residential Program

The Ottawa Rotary Board of Directors made a bold strategic move when the members agreed to embark on the journey of permanent residential services. Knowing however that the organization had solid roots in the values and foundation of individuals and families first, it felt that we could provide a high quality service for individuals wishing to live in the community but apart from their respective families. Five individuals welcomed from Rideau Regional Center (RRC) in March 2009



transitioned beautifully into their new home and were eventually joined by two younger individuals from the Ottawa area. The 6<sup>th</sup> resident from RRC had been in Kingston Hospital under palliative care when the family and our organization agreed to move him to our location so he could be closer to family. He wasn't with us long but made a strong impact on the staff and families and helped us realize that it is easier to be at peace when you are in a warm and loving home environment. Both of the newest members had contact with the Rotary Home in its respite capacity and embraced the move to our 30 Rochester location as permanent residents.

One of the main specialties of the Rochester campus is its focus on the medical health needs of the residents. The organization management structure for the program was created with this in mind knowing that as we age, our health needs require more extensive monitoring and response. Leslee Nizman (RN) worked closely with Somerset West Community Health Center to develop a partnership that will help to provide the best quality health care to our residents.

We have also been very fortunate in developing wonderful relationships with the family members of these residents. It brings the staff great joy to have moms and dads, brothers and sisters and extended family, dropping in for lunch or dinners or a stroll around the park. Our connection to families has always been a main driver in our respite program; we are ecstatic to see that it will be the same with our residential program! A big thank you also goes out to Joanne's family for their family fundraiser(s) that have raised the funds to have every musical instrument imaginable for the residents of 30 Rochester as well as the respite visitors at the Leitrim Campus!

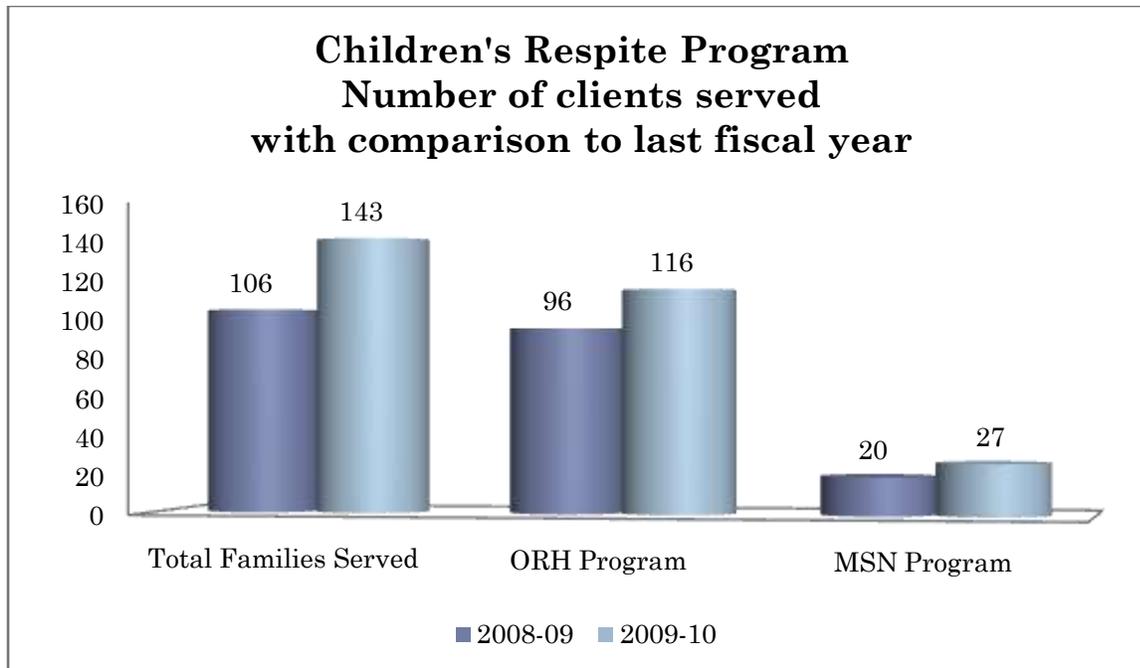


## GENERAL PROGRAM STATISTICS

### Children's Respite Services

Our overall client service levels increased by 35% (see Table 1) which is a direct result of the aggressive intake program now being carried out by the Program Manager of Children's Respite position as well as an increase in family contact and actively following families with greater needs.

Table 1: Number of Clients served in Children's Respite



\*ORH – Regular Overnight Respite

\*MSN – Medically Complex Nursing Program

### Children's Respite Enrollment and Discharge

Our discharge rate increased from last year by 94% (see Table 2) mainly due to clients turning 21, being placed in permanent residential group homes and moving out of the area. We sadly also had a high number of deaths this year compared to previous years.

We are pleased to report that our admission rates continue to climb due to the new Program Manager of Children's Services position actively seeking out clients in need and working closely with families of extremely fragile children to gain their confidence and trust in using our services.

Table 2: Number of clients discharged from Children’s Respite

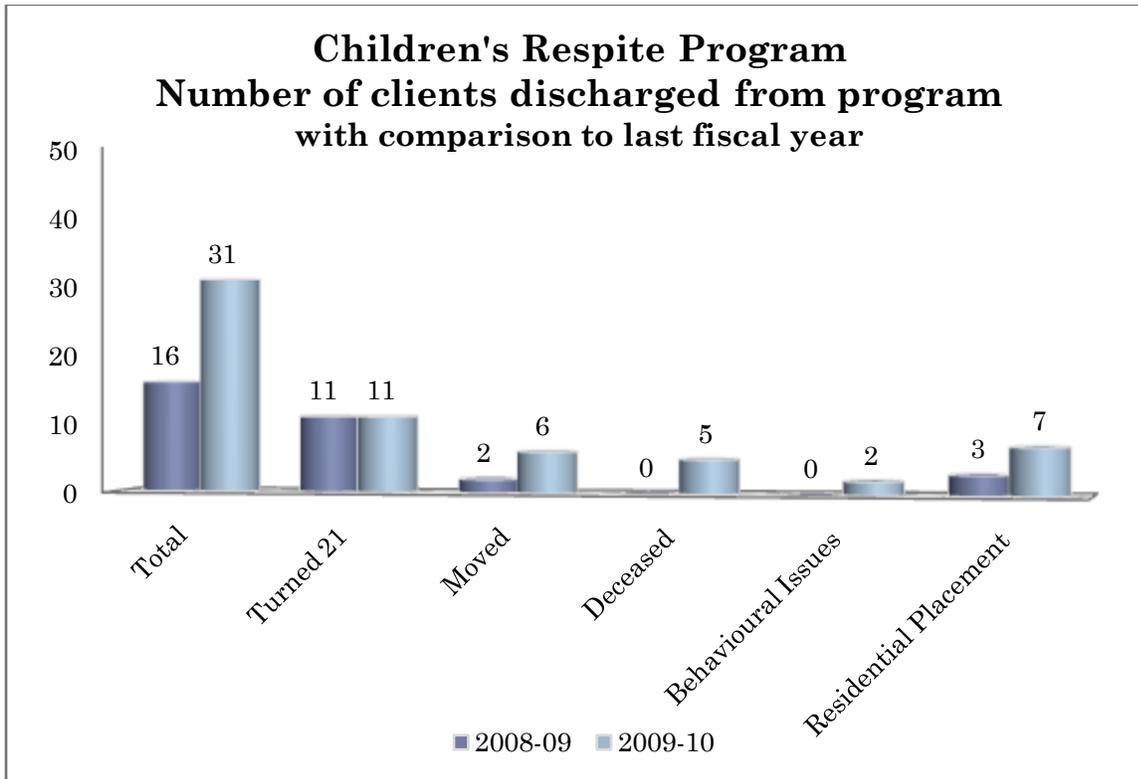
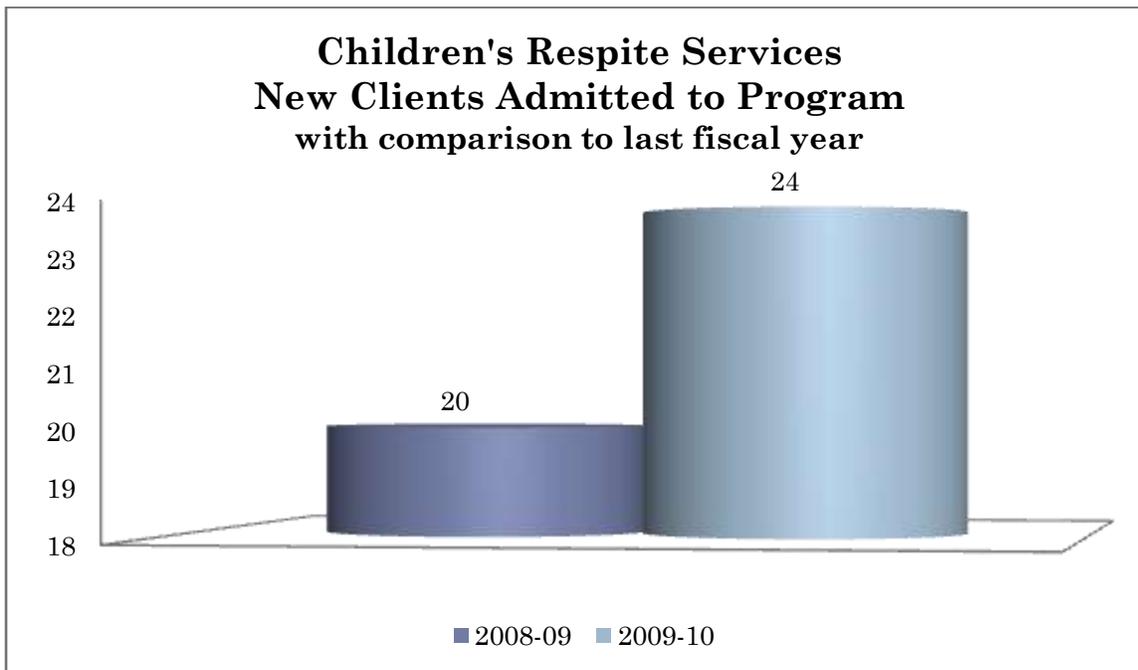


Table 3: New clients registered to use Children’s Respite Services



## Children's Respite Occupancy

Our overall occupancy rate for children's respite increased this fiscal year (see table 4). This is mainly due to the fact that with the exception of our 19 day closure in February we were in operation for our regular year compared to being closed last year while we transferred our services from 30 Rochester to our new Leitrim Campus. When examining the occupancy levels by month (see Table 5) you will see that our lowest occupancy level was in February which is due to our closure and our highest occupancy was in March which was due to the opening of our unfunded beds to make up for services lost by families during the February closure.

### **Regular Respite Program (ORH)**

The occupancy of the regular respite program increased to a near 100% due to new client intakes and increased usage over the summer months.

### **Complex Medical/Multiple Special Needs Program (MSN)**

The occupancy rates for the MSN only dropped by 11% over the past year. We experienced the greatest drop in clients in this program due to deaths and placements into residential group homes which accounts for the drop in service provided. We anticipate that the occupancy for this program will continue to climb over the next fiscal year as we are currently working with several young families with medically complex children through our admission process.

### **Pre-School Day Program**

The pre-school program runs Monday to Friday from 0900-1500. We accept pre-school age children from both the Regular Respite Program and the Multiple Special Needs program. This year the service was used on a regular basis by four children from our MSN program.

Table 4: Occupancy Rates for Children's Respite

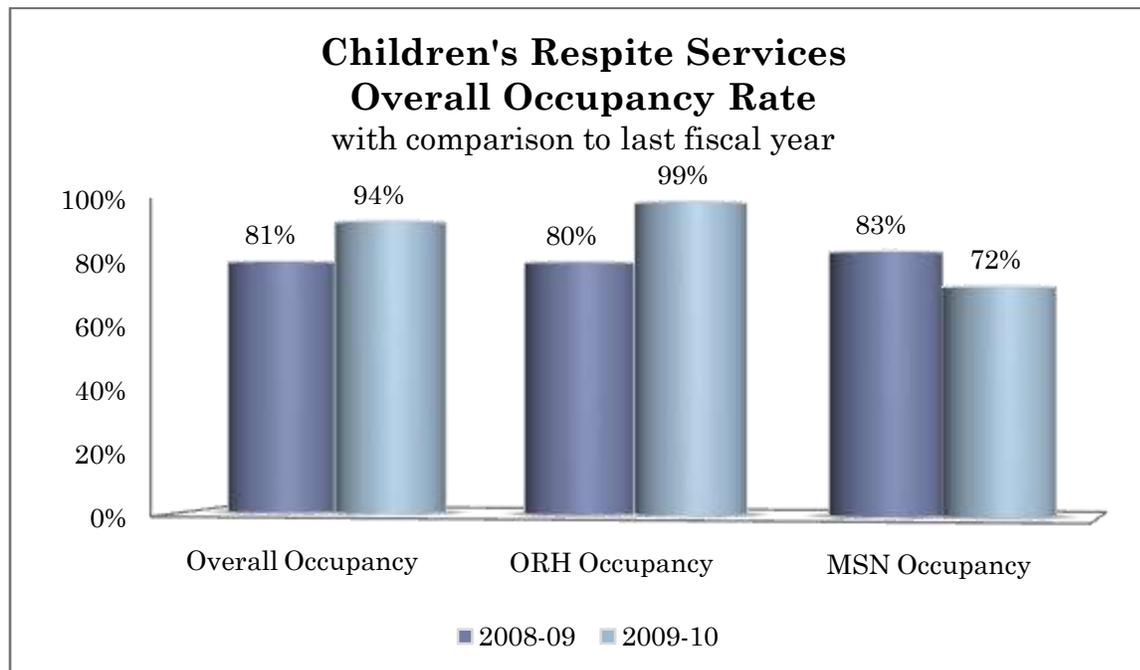
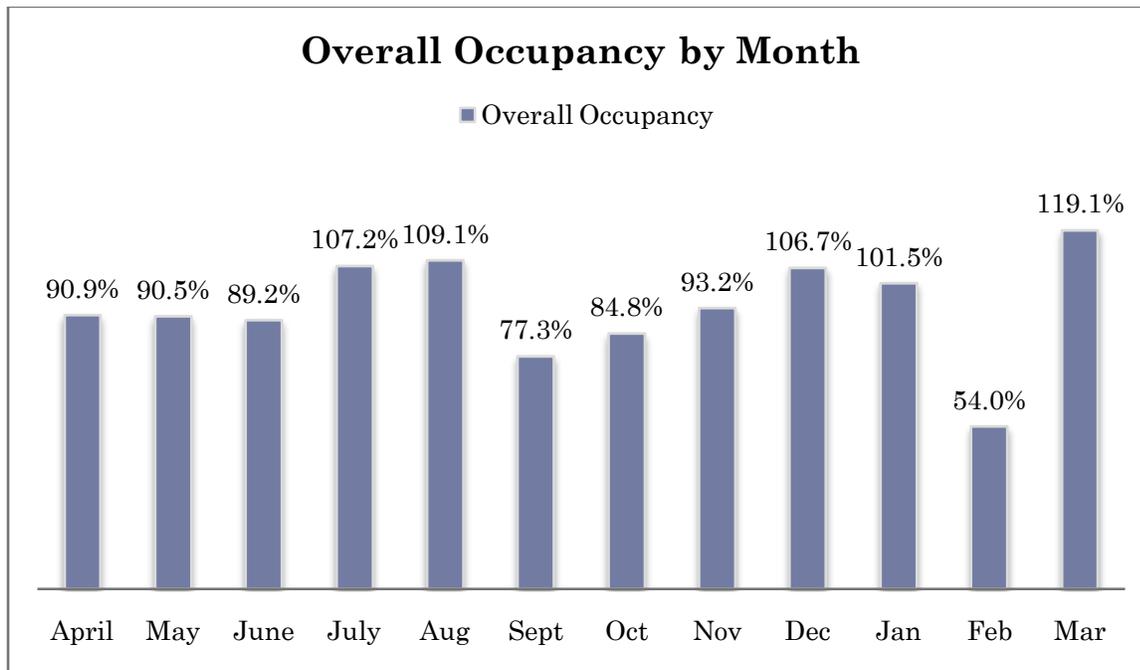


Table 5: Monthly Occupancy Rates for 2009-10



### Adult Day Respite Program

The Adult Day Respite Program continues to provide an enriched program to 6 young adults Tuesdays, Wednesdays and Thursdays from September to June. We have also continued to provide programming to 2 young adults through a fee for service model in which the parents receive passport funding from MCSS to purchase the services they need.

### Adult Overnight Respite

During the 2009-10 fiscal year we were able to provide respite services to 19 families in the greater Ottawa area. These families shared, according to need, a total of 266 overnight stays.

### Individualized Support Program (ISP)

This program has supported 3 individuals with medically complex needs over the past fiscal year. As of March 31, 2010 the funds of this program have been dedicated to support one child who requires 1:1 nursing supports and he will receive 7 days of support each month throughout the year.

### Community Support Program

This program continues to highlight the need of nursing services in our community that specialize in the area of developmental disabilities. In response to pressure from several agencies in the Ottawa area to provide an increased level of nursing supports, we have created a fee-for-service program that will provide direct nursing supports to seven agencies. We are pleased to welcome Bonita

Miedema to the role of Direct Support Nurse. Bonita is supported by our entire nursing team and has also been a valuable resource for our children's respite program as she steps in when we are in need of extra nurses for our medically complex children.

## BOARD OF DIRECTORS

Change and transition is often viewed with trepidation and apprehension of the unknown; however, it can also bring about new insight and objectivity to a team. Five new members joined the Board of Directors in this fiscal year: Andrew Young, Brian Barr, Paula Gettler, Paul Salvatore and Paul Whitwill. The timing for so many new members was very positive in that, Rotary Home as we knew it, was evolving and responding to its new dynamics. It was helpful to have new voices and new eyes assess how things could and should be done as the Rotary Home of 2010.

The Board of Directors had initially envisioned completing a Strategic Plan within this fiscal year but after some thoughtful discussion and contemplation, it was determined that the organization needed one year to stabilize services at the Leitrim Campus and to solidify its practices within the area of residential services. All members maintained a high level of involvement and commitment with the development of two new committees: Governance Committee and Audit Committee. A sincere thank you is extended to John Archer for his leadership and to all the members of the Board of Directors for their encouragement and direction. It is with a heavy heart that we say a tremendous thank you and best wishes to Don Rogers who has been our steadfast treasurer for the last 12 years. Don can step down from the Board knowing that he has managed the finance plan for the new home project and the general operations of the organization with superb finesse and fantastic results! The staff team and Executive Director will sincerely miss your genuine willingness to help, whatever the request.

### Board of Directors 2009-10

John Archer, President

Paula Yvonne Gettler

Don Rogers, Treasurer

Paul A. Salvatore

Robin Rousham, Secretary

Brian Barr, Chair of Governance Committee

Patricia Boomer, Past President

Andrew Young

Riaz Mostaghim, Liaison to the ED

Sam Monsour

John Hamilton, Chair of Audit Committee

Paul G. Whitwill

## CONCLUSION

The Executive Director would like to express a sincere thank you to the families, staff and board members who have shared their feedback, offered suggestions and overall, demonstrated initiative and support in improving the work we do in our community. Without you, The Ottawa Rotary Home would not be able to meet the increasing demand with such strength and integrity.

## CLIENT DEMOGRAPHICS

Table 6: Client Distribution According to Region

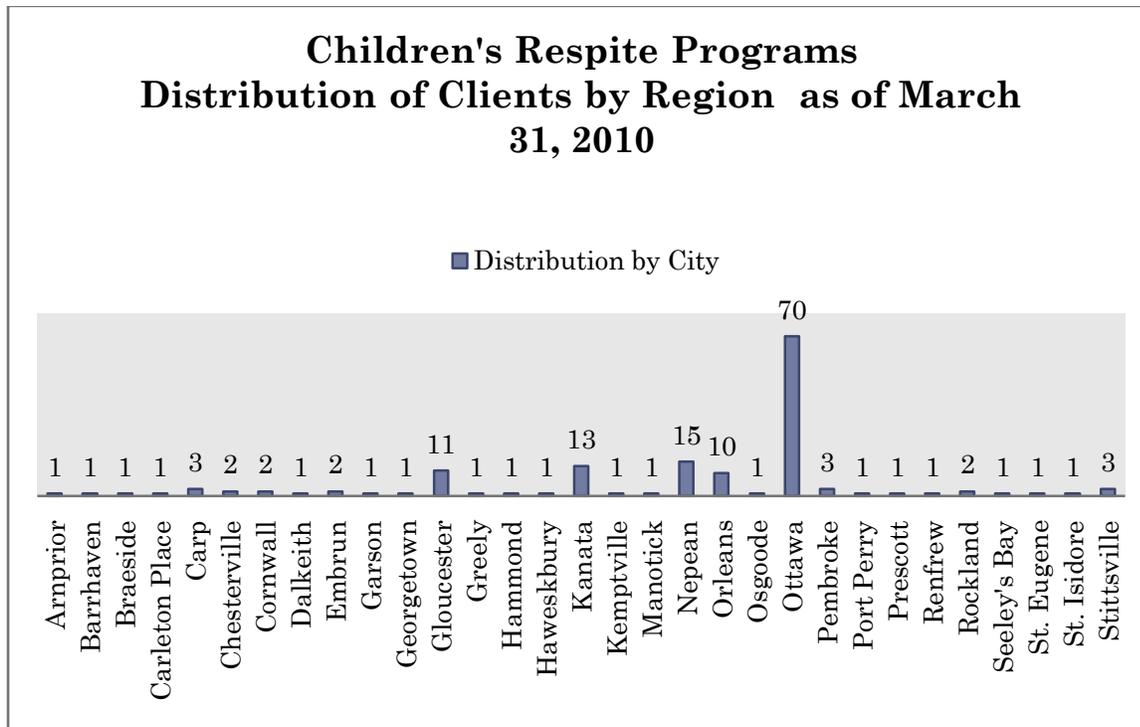


Table 7: Client Distribution According to Age

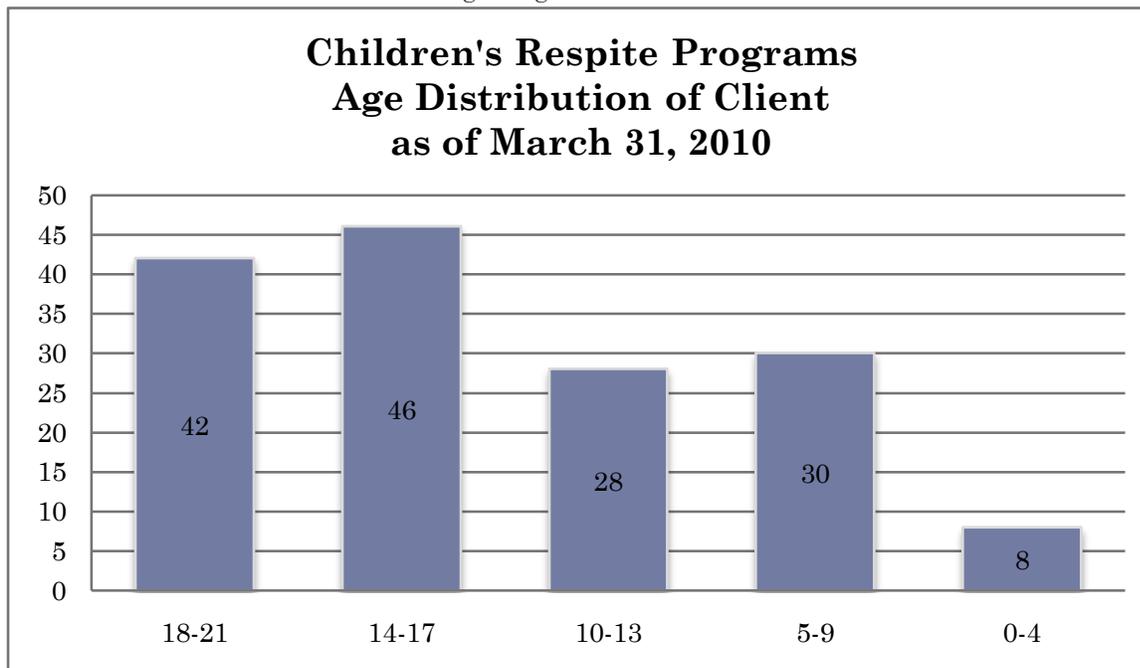


Table 8: Client Distribution According to Diagnosis

