

### OUTCOMES REPORT April 1, 2015 – March 31, 2016

"Actively supporting new possibilities for people that lead to a fulfilled life"

FOCUS - ACCREDITED ORGANIZATION SINCE 2007



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# What is an Outcomes Report?

Welcome to our 2<sup>nd</sup> Annual Outcomes Report. The Outcomes Report is a measurement of our collective efforts over the past fiscal year to improve the services and supports we provide people and their families.

An Outcomes Report helps Brantwood to look at our current practices and report to the people we support, families, employees and community partners on:

- What has happened over the past year
- The challenges and celebrations we have had
- Plans to move forward

This report is based on information gathered from April 1, 2015 to March 31, 2016.



# Mission, Vision, Values & Strategic Planning



### Strategic Plan Framework (2016-2021)

### MISSION

Brantwood empowers people of all abilities to have a live of their choosing.

### VISION

A community benefitting from diversity in culture, life experience and abilities,

### **VALUES**

- Uniqueness
- Contribution
- Choice
- Relationships
- Innovation
- Accountability

### STRATEGIC FOCUS AREAS

1 Service Enhancement 2 Community Outreach 3 Capacity Development

### STRATEGIC GOALS

- 1.1 Increase opportunities for different residential/service options that respond to the evolving needs and interests of people supported and their families.
- Expand efforts to develop increased employment and volunteer opportunities for people supported.
- 1.3 Position the Recreation Therapy Centre as a community resource.

- Engage families, the community and people supported in advocacy on behalf of individuals with disabilities.
- 2.2 Pursue development, collaboration and partnership initiatives that enhance the lives of people with disabilities.
- 2.3 Raise public awareness and understanding of Brantwood and the people it supports.
- 1.4 Pursue new service initiatives involving long-term care and aging, transitional aged youth, people experiencing autism and other emerging service areas.

- . 3,2 Improve the efficiency of
  - 3.3 Ensure ongoing training and development to enable staff to be effective in a constantly evolving service and organizational development environment.

recruitment and selection

3.1 Foster positive staff morale.

teamwork and internal

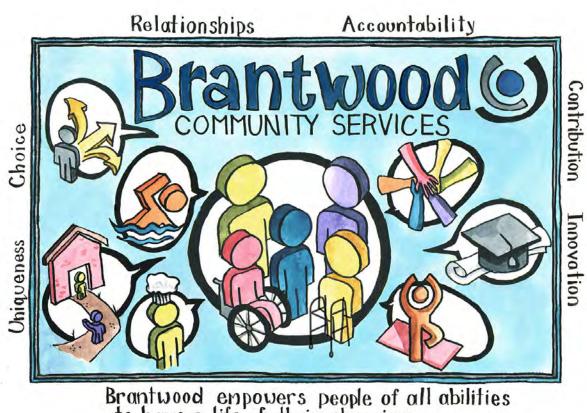
communication.

processes.

- 3.4 Diversify revenue streams through capital fundraising, grants, social enterprise and fee-for-service initiatives.
- 3.5 Develop service performance and outcome metrics as a basis to assess and report on organizational effectiveness.

"Actively supporting new possibilities for people that lead to a fulfilled life"

# Mission, Vision & Values



Brantwood empowers people of all abilities to have a life of their choosing



A Strategic Plan is a document that leads Brantwood from where it is now to where it would like to be in the future. It outlines how we are going to get to the mission, vision and values of Brantwood.

- •Shercon Associates Inc. assisted Brantwood to develop a new mission, vision, values and strategic plan for 2016 2021.
- •Surveys and interviews conducted with people supported, families, friends, front line employees, managers, community partners and funders were used to assist in planning.
- •Board members, Senior Managers, Supervisors and Peer Mentors met in January 2016 to review SWOT (strengths, weaknesses, opportunity, threats) analysis, surveys, interviews and conduct breakout sessions. This input was used to create a new mission, vision, values & strategic plan.

### **Next Steps:**

- •Communicate new Strategic Plan, Mission, Vision and Values to stakeholders.
- •Finalize new workplan to put Stategic Plan into action.





#### BRANTWOOD COMMUNITY SERVICES - Year One Strategic Work Plan April 1, 2016 to March 31, 2017

Drull Jame 27, 2016

PLANNED OUTCOMES	PLANNED ACTIVITIES	Strategic Plan Goals	ACTUAL ACTIVITIES/OUTCOMES
Improve the efficiency of the on call system by September, 2016.	1) Create a document that identifies who to call when by July 2016 2) Communicate process to staff by August 2016	3.1 3.3	
Develop and enhance alternative housing options based on the integration of optimal service design (Multi-Year Residential Plan)	1. Develop a Transitional Living Learning program by working with the City of Brantford around available apartments/homes. The space is a fee for use service that assesses a person's abilities to live more independently (assigning and removing support as skills are developed), develop a natural support network outside the home, and potential volunteer/employment opportunities.  2. Identify skill assessments and pilot skill assessments to determine which tool is most effective in assessing level of independence as it relates to living.  3. Complete skill assessments for identified people who may currently be over supported e.g. SIL, Shared Care.  4. Develop alternative living plans for 2 people based on skill assessment and Person Centered Thinking.  5. Develop training plans to create continuity around what people are learning at Foundations and applying/developing skills in the person's home. (let people drive the models)  6. Explore "Try it on for Size Model (Elmira) and possible Laurier student sharing apartment as an innovative supportive living model.  7. Explore establishment of Host Family Program.	1.1 1.2 1.4 2.2 2.3 3.3 3.5	**The Transitional Living program would be for a specific time period with no guarantee of base space as this is with the DSO, however, it may be attractive to Passport recipients and then when they exit they have a plan that allows them to move out of the family home, purchasing the right supports so they can live differently.

1



Develop alternative respite models to address the support concerns of families and increase awareness and advocacy for the evolving Brantwood supports (Multi-Year Residential Plan)	Explore possibility of utilizing City of Brantford housing resources for:  Use of an apartment that families can access for respite – choosing to use their staffing or purchasing SIL supports. Fee based service that draws families who don't see the traditional Brantwood supports as appropriate for their son/daughter  Use of a house – for families to access/stay in when traditional respite is not a good fit for their son/daughter due to anxiety/behavior. This model would allow the family to have a break by providing a place to for them to go with the continued continuity of service for their son/daughter within the family home.  Market innovative respite options to TAYs as a "respite of choice" to effectively compete with other service providers.  Realign resources as opportunities arise to develop a total of 4 Shared Care/Respite spaces (e.g. movement resulting in one location becoming only Shared Care/Respite)  Explore possibility of a "Try It On For Size" experiential component to Foundations courses as a weekend respite fee for service (look to connect it with scheduled respite at 25 Bell Lane upper floor apartment)  Continue to develop the 'Inn on Strawberry Hill' respite location.	1.1 1.4 2.1 2.2 2.3 3.4
Enhance health care supports to address on going learning and palliative supports.	1. Evaluate existing health care training; develop and implement training strategies. 2. Nurses to provide regular brief "in service" training at team meetings related to best practice and specific location needs. 3. One Nurse to complete CAPCE Advanced Palliative Care Education Course.	3.3 3.1



Develop Leadership and DSP strength through targeted core competency development/application.	1. Develop leadership team in areas including coaching, change management, strategic thinking and the supervision model through the "If You Lead They will follow" series. (2 month development and application)  2. Re-launch Core Competencies through the Supervision Model targeting the following outcome – by March 31, each competency will have been reviewed and agreed to definition by March 31, 2017.  3. Evaluate critical learning areas based on the demographics of people supported (aging, Transitional Age Youth); develop and implement training strategy that includes the use of innovative resources and best practice e.g. Open Future Learning, H & Safety, PSHSA Modules, etc.	3.1 3.2 3.3	
Develop Agency wide metrics that evaluate supports and services impact on people accessing supports	1. Identify 3 key measures with the leadership team on "What is a good life" e.g. relationship, employment, etc. 2. Collect base data on each measurement. E.g. how many friends/family/paid staff are in each person's life? 3. Set targets to increase each of the 3 key measures for each person supported by the end of the fiscal year. 4. Complete Personal Outcomes Study – providing feedback that represents the interests and voice of people receiving Brantwood supports.	1.2 2.3 3.3 3.5	
Enhance communication across the Agency to ensure consistent supports, problem solving and appreciation	Evaluate and redefine "staff meetings" as a means to increase communication and staff development.     Review and revise Orientation Training to ensure consistent messaging/training, utilizing 1 page profile so that staff skills, interests and gifts are best matched with opportunities across	1.4 3.1 3.3	



	Brantwood, staff are prepared and available to provide effective services within a specific timeframe, and to ensure there is a clear commitment of role expectations and Person Centered Thinking.		
Develop relationships with families self-directing funds (and not accessing Agency supports) through education and innovative fee for service training.	Develop education and training services for families and staff hired by families in the following:     Safety Care     Health and Safety     Planning     Training and Evaluation Staff Performance     ESA 101/OHSA 101     Difficult conversations     Brantwood DSP Certificate     Long term financial planning (RDSP & Henson Trust)	2.1 3.4	
Improve the privacy, accessibility and capacity of the Pool Change Rooms	<ol> <li>Develop business plan aimed at securing project funding and present to Board of Directors for approval.</li> </ol>	1.5	
Increase participation in RTC services by 20%.	1. Develop marketing plan (including marketing materials) for internal and external users) 2. Develop video of fee for service program offerings 3. Participate in tradeshows, information fairs & networking events (Chamber of Commerce) 4. Expand service offerings to meet evolving interests and needs. 5. Work with the Fund Development Coordinator to secure donations/grants to enable purchase of Accessible Equipment. 6. Explore partnerships with local providers and agencies (i.e. ARTC) to share resources and expand senior services) 7. Explore sharing/renting space with other agencies.	1.1 2.3 2.2 1.3 3.4	



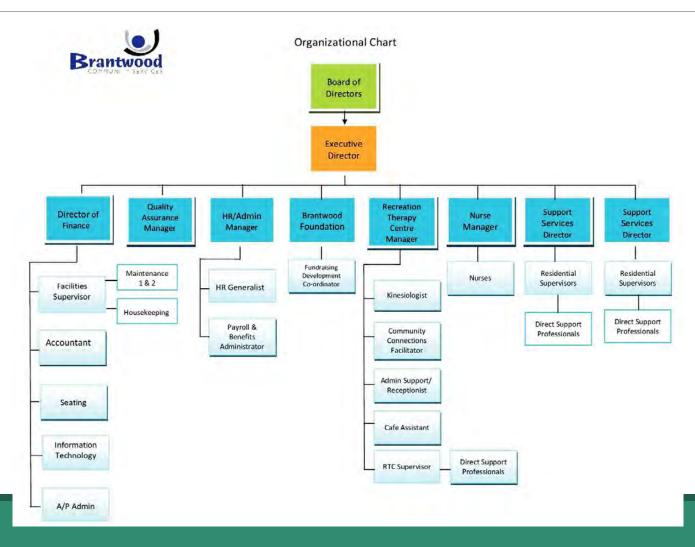
Increase Seating department revenue by 20%.	8. Offer 2016 Disability Mentoring Day 9. Secure funding to enable purchase of a Hub Scrub and implement operating strategy.  1. Further develop marketing to promote use of seating, positioning and mobility (i.e. HELP, Hub Scrub, Rygiel, etc)  1. Seek funding to enable improvements to (RTC)	2.3 3.4	
Improve Accessibility at the RTC	<ol> <li>Seek funding to enable improvements to (RTC) Multipurpose and Hub Scrub Room. (i.e. Federal Enabling Accessibility Grants, etc</li> </ol>	3.4	
Improve Recruitment Selection and Appraisal systems	1. Ongoing development and adjustment of recruitment system that ensures optimum staffing levels throughout the agency. 2. Reduce HR time in interviews through use of aptitude and personality screening assessments. 3. Evaluate and redesign performance appraisals to meet the following:  Less of a paper process  Job description and qualifications to reflect tasks and development competencies.  Consistency in approach, format when conducting PA's.	3.1 3.2	
Promote awareness and fundraising.	1. Raise \$30K net profit from events A) 20th Annual Charity Golf Tournament B) Wheelchair Basketball Tournament C) Develop affinity program with local restaurant(s) D) Support at least one third party event Raise \$40K from foundation grant applications for wheelchair accessible vehicle, Hub Scrub and services. Increase revenue to \$20K from corporate sponsorship. Increase revenue from year end holiday letter to \$200. Build an individual donor base; including a case	2.3 3.4	



Accreditation	Secure 4 year accreditation in fall 2017.	
	for support, that will provide long –term support.  6. Promote planned giving opportunities  7. Publish two newsletters  8. Publish 2015/16 annual report  9. Increase networking opportunities through Chamber of Commerce  10. Host one major Social Event (i.e. Strawberry Social) to inform service recipients (current and future) and donors of programs, services, etc  11. Complete redesign of Brantwood's Website and marketing materials.  12. Support the local Brant United Way Campaign	

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# Organizational Chart



## Residential Supports

#### SUPPORTED GROUP LIVING

76 people supported in group living with 24 hour support staff

The average age of people who reside in group living is 46.5

### SUPPORTED INDEPENDENT LIVING (SIL)

3 people live independently with varying amounts of support



### Respite & Shared Care

#### RESPITE SUPPORT

Overnight Respite offered in:

- One of our 24-hour, fully-staffed homes
- The Inn on Strawberry Hill (hotel-like respite experience)
- One of our SIL homes

49 people purchased overnight respite services. This resulted in Brantwood providing 426 days of 24 hour respite.

Developed new Respite Policy/Procedure and Respite Handbook for Guests

#### **Next Steps:**

•. Pursue funding for overnight respite

#### SHARED CARE SUPPORT

4 people share 2 full time residential space at Dundas and 129 Tollgate homes. (2 new shared care options were added this year)

### **Next Steps:**

- •Evaluate ongoing vacancies to consider needs for shared care options.
- Pursue semi-independent living space



#### GOALS OF THE RTC

- ❖ To provide opportunities for people in the community to improve or maintain their physical wellness in a well fully accessible environment
- To have opportunities to socialize with others during recreational and educational activities





#### SERVICES FACILITATED OUT OF RTC INCLUDE:

- Foundations for Success
- Physical Management & Fitness Classes
- Work-Abilities Pre-Employment Program
- Passport Services
- Weekend Respite and Transitional Aged Youth (TAY)
- General Interest Classes
- March Break & Summer Escape Programs
- Seniors Fitness
- Hydrotherapy Pool
- Multi Sensory Room

#### **FOUNDATIONS FOR SUCCESS**

101people that receive funded services funded through MCSS and Brant United Way (7 FTE - full time equivalents)

29 people that purchase day support services (increase from 6 people in 2014 – 2015)

8600 Visitors to the RTC

336 people attended Senior's Fitness Classes

32 classes

40 members

#### Courses are offered under 5 pillars of service:

- Therapeutic Recreation
- Land & Water Fitness
- Healthy Relationships & Safety Skills
- Life Management
- Employment Readiness & Supported Volunteerism







WORK -ABILITIES PRE-EMPLOYMENT PROGRAM



6 people completed the program and completed a volunteer placement in the Cafe

2 graduates obtained volunteer roles in the community

3 year funding received from Ontario Trillium Foundation

### **Next Steps:**

•Updated the Work-Abilities program to identify participants strengths and needs.





WEEKEND RESPITE AND TRANSITIONAL AGED YOUTH (TAY)

**GENERAL INTEREST CLASSES** 

21 people accessed Saturday Respite services

Offered 36 classes

145 people attended evening classes





### **Top 3 General Interest Classes**

Woodworking Home Decor

Jewellery Making

**Trail Blazers** 

#### MARCH BREAK PROGRAM

10 people registered in this program.



#### **SUMMER ESCAPE**



- •25 people attended March Break & Summer Escape Programs
- Received funding to subsidize costs of March Break and Summer Escape Programs





### **Hydrotherapy pool & Multi Sensory room**

- •68 Pool & Multi Sensory Room community memberships
- •Study conducted on the accessibility of pool and change rooms.

•Partnered with Brantford General Hospital to provide pool supports to patients recovering from

a stroke





### PASSPORT Services

Passport is a funding program used to help adults with a developmental disability to live more independently and be involved in the community. The government program allows families to purchase services and supports from the agency of their choice.

- •49 people purchased 426 overnight respite services from Brantwood this year.
- •Over 3700 services delivered by Brantwood.
- •3293 daytime services in newsletter
- •Fee for service supports increased by 99% over the previous year.

### **Next Steps:**

- Expand service options that can be purchased
- Market and promote services



**Hamilton-Niagara Region** 

### Brantwood's Clinical Services

### Clinical Services includes Kinesiology, Nursing and Seating services.

Clinical services supported 1087 people with complex and challenging needs.

#### **KINESIOLOGY**

862 Kinesiology and Fitness Services provided

18 Physical Fitness Assessments completed

1 Full Time registered Kinesiologist

2 Kinesiology students from University of Waterloo

Attended Seniors Resource Fair

#### **Next Steps:**

- Hire a part time Kinesiologist
- Market our services to specific target groups in our community



### Brantwood's Clinical Services

### **HEALTH SUPPORTS**

Provided 24 hour nursing support throughout the agency.

Developed a palliative resource committee at Brantwood.

Trained & mentored staff with medication and health skills

 Focused on safe medication administration practices to help prevent medication errors.

### **Next Steps:**

Review the amount of support that is provided when people are in hospital on an individualized basis.

### Brantwood's Clinical Services

### **SEATING CLINIC**

97 people accessed mobility and seating services this year.

Participated as a vendor at the OASIS conference





### Community Connections

**Social Capital** – The number and quality of relationships that people have with unpaid supports. Unpaid supports can be family members, volunteers or community groups.

Increase in the number of people supported by Brantwood working and volunteering in their community.

Over 175 hours of volunteering by people supported.

People supported volunteered in the community at many places, including:

- Rotary Air Show
- Brant/Brantford Chamber of Commerce
- The Salvation Army
- The Closet Door
- Brant Park
- Equal Grounds Community Garden
- Agnes Hodge School
- Brantford Christian School



### Volunteers

Over 110 Volunteers at Brantwood. 56% have volunteered for 2 years or more.

Volunteers performed **740 hours of service**.

### 7 Brantwood Volunteers were recognized with Ontario Service Awards

Charlene Nicholson 5 yrs (Board Member)

David Bailey 5 yrs (Board Member)

Carla Nardone 10 yrs

Billy Atkin Youth

**Emily McInnes Youth** 

Isaac Sinning Youth

Lauren Pearce Youth





### Supervision Model

Supervision is an accountable, two-way process, which supports, motivates and enables the development of good practice for all Brantwood Community Services employees. As a result, this improves the quality of services provided by Brantwood.

Supervision is defined as a process where one worker is given responsibility by the organization to work with another employee in order to meet organizational and professional goals. Supervision is essential to ensure effective communication and problem solving between all employees and their Supervisors. This mutually supportive relationship connects all employees to one another for the purpose of achieving professional and Agency goals.

- Employees reported that **79% are receiving Supervision meetings regularly** in the **2014 Employee Survey**. This survey is conducted every 2 years.
- Updated the Supervision Model to include Supervision Agreement and Support Pledge for Direct Support Professionals.
- Provided booster training to all management staff in the delivery of the model.

### **Next Steps:**

•Increase the rate of employees receiving regular Supervision meetings. Compare feedback from employee survey in Fall 2016.

### Internal Brantwood Committees

An Internal Committee is a small group of people to represent a larger organization and either make decisions or collect information for it.

#### **Brantwood's Internal Committees include:**

- Rights Committee
- Joint Health & Safety Committee
- Wellness Committee
- Staff Training & Development Committee
- Peer Mentor Team
- •Staff Appreciation Committee
- Operations

- Senior Management
- Service Review
- Safety Care Trainers
- Van Trainer Committee
- Behaviour Review Committee
- Labour Relations
- Palliative Care
- Golf Committee

•Recruited staff to join existing committees.

### **Next Steps:**

- Review Terms of References for committees
- Assess the purpose and frequency of Brantwood's Internal Committees
- Implement a new Self Advocates Committee



## Essential Life Plans (ELP)

Brantwood shall ensure that a Support Plan is developed, with each person supported by Brantwood, with the help of important people in their lives. The planning process will recognize that all people communicate, whether it is verbally or in other ways, and that their choices and goals must be respected.







Person Centred Thinking (PCT) tools are now being used at planning meetings. Focusing on what is "Important To" and "Important For" people, then developing action plans with things that are "Not Working".

Developing Relationship Maps with people to consider relationship gaps and opportunities.

Guide book created for employees to write Outcomes, Goals and Activities. MCSS shared this book with other agencies to write goals.

#### **Next Steps**

- Create One Page Profiles for all people supported.
- Mentoring staff to develop goals and ensure goal progress is occurring.
- Explore how to share outcomes related to goals.

# Quality Assurance



Brantwood's approach to **Quality Assurance** involves a combination of formal and informal monitoring activities that aim to ensure our services meet their intended outcomes and expectations of the people supported and their networks. Monitoring the quality of our services is something we all do, every day, as we observe and discern what's working, what's not working and how we can improve. We welcome feedback from anyone, at any time, to support the ongoing process of continuous quality improvement at Brantwood to work towards "Getting People a Good Life".

**Formal monitoring** focuses on compliance with standards, including external regulations as well as our own internal policies and procedures. Examples include FOCUS accreditation, MCSS compliance reviews, yearly documents audits, health and safety inspections, incident reports and satisfaction surverys.

**Informal Monitoring** is more relational, and relies on more subjective observations and interpersonal communication than on objective measures. Examples include home visits, team meetings including person centred goals and progress discussions, conversations with people supported and their supporters, listening to input from families, friends and others who have a concern for the person's well-being.

Finding the right **balance** of formal and informal, external and internal measures of success is key to ensuring that these activities paint a true picture of the quality of our services and support authentic improvements where change is needed. Often in service systems, quality assurance efforts are balanced too heavily on the side of formal evaluations and external monitoring and less so on informal methods. The former tend to focus on compliance with minimum standards, which of course are important, but do not alone represent quality. It's through our informal monitoring, through the relationships and conversations that we engage in every day, where meaningful insights into the quality of our services and the quality of life of those we support are revealed.



### Reviews of Service

**ACCREDITATION** is a process of review that organizations participate in to demonstrate the ability to meet predetermined criteria and standards of accreditation established by a professional accrediting agency. Accreditation represents agencies as credible and reputable organizations dedicated to ongoing and continuous compliance with the highest standard of quality.

Brantwood's certificate of FOCUS Accreditation is current from 2013 – 2017

Submitted Quality Improvement Plan in October 2015 (see next pages for updates). Being an accredited agency means continually working towards making improvements to ensure best practice.



# Reviews of Service FOCUS Accreditation Quality Improvement Plan

October 5, 2015

STANDARD	ACTIONS TO BE TAKEN	PROGRESS
Domain 2 Outcomes for People Supported	<ul> <li>Include in all ELP's:</li> <li>Timelines for completion</li> <li>Persons responsible</li> <li>Measurable indicators of success</li> </ul>	Support Services Directors are reviewing outcomes with Supervisors and attending staff meetings to ensure there are measurable indicators of success for outcomes, goals and activities.  NEW Writing Tips for Outcomes, Goals and Activities was created for a resource for all employees. This guide is attached to Brantwood's Support Plan policy. Copies were printed for every Direct Support Professional and an additional copy for each location.  Review completed September 2015. Improvement noted in person's names responsible.  NEW Monthly progress report of goals is a topic of each team meeting. Person responsible reports on goal progress

# Reviews of Service FOCUS Accreditation Quality Improvement Plan

STANDARD	ACTIONS TO BE TAKEN	PROGRESS
Domain 7 Risk Management	Assess which documents should be available at program locations in both electronic and paper form (i.e. emergency procedures) and which documents should be made available to some vs. all staff, and how to provide for limited and unlimited access (sharevision)	Email sent October 2014 to inform Supervisors of location of printed policies and procedure manual. Manual is updated by Quality Assurance Manager.  No further actions to be taken.
Domain 7 Risk Management	Compile risk management data into one annual review of risks and report to Stakeholders themes from findings, lessons learned and improvements made.	2013 – 2014 report not completed. Currently working on draft Outcomes Report for April 1, 2014 – March 31, 2015. Report to be shared with stakeholders on agency website.  Brantwood remains a low risk agency under MCSS guidelines.

# Reviews of Service FOCUS Accreditation Quality Improvement Plan

STANDARD	ACTIONS TO BE TAKEN	PROGRESS
Domain 8 Organizational Learning and Improvement	<ul> <li>Conduct an organizational performance review which provides information on:</li> <li>How people are benefitting from service</li> <li>A comparison of actual performance to strategic goals</li> <li>A summary of input and feedback provided and organizational responses</li> <li>Other improvements achieved</li> <li>Lessons learned</li> <li>Future directions</li> </ul>	2013 – 2014 report not completed. Currently working on draft Outcomes Report for April 1, 2014 – March 31, 2015. Report to be shared with stakeholders on agency website.
Domain 8 Organizational Learning and Improvement	Share findings of agency performance report in meaningful ways with stakeholders.	2013 – 2014 report not completed. Currently working on draft Outcomes Report for April 1, 2014 – March 31, 2015. Report to be shared with stakeholders on agency website.

### Reviews of Service FOCUS Accreditation Quality Improvement Plan

STANDARD	ACTIONS TO BE TAKEN	PROGRESS
Domain 9 Human Resources	Explore revising the employee performance review process to include input from people supported, peers and other colleagues.	Updated Annual Peer Mentor Review Form. Updated form includes input from Peer Mentor and people supported. Updated form to be trialed by Peer Mentors and reassessed in January 2016.
Domain 12 Accessibility	Compile accessibility data into one assessment/report that captures the agency's performance in the area of accessibility, lessons learned, corrective action and future considerations.	Multi Year Accessibility Plan developed and implemented – see website at <a href="www.brantwood.ca">www.brantwood.ca</a> Progress and updates of the Multi Year Accessibility Plan to be included in Outcomes Report 2014- 2015. Plan was updated in 2015 and posted on website.



### Reviews of Service

### MINISTRY OF COMMUNITY & SOCIAL SERVICES (MCSS) COMPLIANCE INSPECTION

Compliance inspection completed in September/October 2015 with a **100% success rate overall** for the following 5 locations:

25 Bell Lane Kerr Shaver Mt Pleasant

346 Nelson St Paul

 MCSS requested to share Brantwood's "Writing Tips for Outcomes, Goals & Activities" with other agencies across the province as best practice.

#### **Next Steps:**

- Complete audits to be "Compliance Ready" for 2016 Compliance Inspection.
- Review updated 2015 MCSS "Indicator List" to prepare for next Compliance Inspection.





### Reviews of Service

#### FAMILY, FRIENDS & PEOPLE USING SERVICES SURVEY

In Autumn 2015 a survey was conducted with a 47% response rate. This survey is done every 2 years with families and friends. This year we also asked feedback from the people who use Brantwood's services.

The full report was shared with people supported, employees and Board members in a memo and in person. Summary was shared with families and friends in Brantwood newsletter.

#### We received **high ratings** in the following areas:

- How well people are supported
- How well staff know people's needs
- How nice and friendly people's homes are
- •100% of families reported excellent care & support

#### We received **lower ratings** in the following areas:

- Updates to family and friends
- Yearly planning meetings (Essential Life Plan ELP meetings)
- Staff and volunteer values and attitudes
- Changes to staff

### Reviews of Service

### FAMILY, FRIENDS & PEOPLE USING SERVICES SURVEY

#### **Next Steps:**

The areas of focus moving forward are to:

- •Improve communication with family and friends
- •Use Person Centred Thinking tools at yearly ELP planning meetings
- •Using Core Competencies and Person Centred Thinking to consider the values and attitudes of staff and volunteers
- •Be mindful of the movement of staff

		Family & Friends Satisfaction Rate (62 responses)	People Using Services Satisfaction Rate (11 responses)	Total Rate of High Satisfaction (73 responses)
1	Opportunities to make choices in their lives	91%	91%	91%
2	Excellent care and support provided	100%	100%	100%
3	Appropriate health care supports provided	100%	89%	99%
4	Values and attitudes of employees and volunteers	100%	50%	93%
5	Welcoming environments during visits and phone calls to the group home	98%	100%	98%
6	Positive annual planning meeting to develop goals and participate in planning	100%	70%	95%
7	Confidence in the training received by staff	98%	82%	95%
8	Employees understand the needs of people supported	98%	100%	98%
9	Homes are well furnished and maintained	98%	100%	98%
10	Brantwood's ability to change the care it provides when the needs of the person changes	97%	100%	97%
11	Opportunities for people supported to participate in the community	97%	100%	97%
12	Good progress in supporting and facilitating goals	98%	82%	96%
13	Awareness of Brantwood's openness to feedback	95%	91%	94%
14	Good communication about the care and activities of person supported	90%	100%	92%

#### **RETENTION OF EMPLOYEES**

Number of Employees	Date
230 Employees	November 11, 2015
210 Employees	March 31, 2015
172 Employees	April 1, 2014

- 30 new employees hired between April 1, 2015 March 31, 2016
- 24 employees left Brantwood between April 1, 2015 March 31, 2016
- Human Resources now included in the interview and screening process.
- Combined the pre-screening and interview process.

#### **Next Steps:**

• Evaluate the recruitment strategy to expedite the process



### PERFORMANCE APPRAISALS

Challenges collecting data of Performance Appraisals completion due to HRIS system and

changes in leadership roles.

## Next Steps:

Review and update Performance Appraisals across the agency.

Evaluate the structure of current Performance Appraisals.

### **HUMAN RESOURCES INFORMATION SYSTEM (HRIS)**

- •Implemented new HRIS for scheduling, management of Human Resources data and payroll
- •Trained all employees on HRIS
- Ongoing unresolved and reoccurring problems with new system

#### **Next Steps:**

- •Ongoing collaboration and problem solving with leadership team and HRIS provider
- Evaluate current HRIS effectiveness



#### **RECOGNITION**

- •over 160 Employees and Retirees attended the Employee Recognition event
- ■16 Employees received Perfect Attendance Awards
- ■31 Employees received Years of Service Awards (5 30 years of service)
- 41 Employees in total who have received 25 Years of Service to date (Silver Service Club)



#### **Next Steps:**

- •Evaluate and improve recognition practices
- Update recognition policy/procedure

### Employee Training & Development



#### PEER MENTORS

Peer Mentors model, mentor and train staff about the role of the Direct Support Professional.

Reduction in the number of Peer Mentors across the agency.

Peer Mentors were trained in:

- Back Care & Lifting
- Open Future Learning Modules
- Rights Training



#### **CORE COMPETENCIES**

Staff working towards completion of Competency Assessment Questionnaire (CAQ)

The following competencies are specific to the role of Direct Support Professionals:

Advocating for Others, Collaboration, Creative Problem Solving & Decision Making, Fostering Independence in Others, Initiative, Interpersonal Relations & Respect, Resilience.

Provided a Core Competency refresher training for Supervisors and Peer Mentors

#### **Next Steps:**

**Include Core Competencies in all job descriptions** 

# Employee Training & Development DIMENSIONS

**200 employees now trained in Person Centred Thinking (PCT). 4 PCT Training** sessions held to finalize training of all current/new employees.

All employees now trained in **Personality Dimensions (PD)**Training. New employees trained in

orientation

81 employees registered for Open Future Learning for online training.

#### **Next Steps:**

- •Continue to use Person Centred Thinking tools at yearly planning meetings.
- •Train new employees in PCT and PD as part of orientation.
- •Facilitate "If You Lead, They Will Follow" Training for Leadership Team at Brantwood.

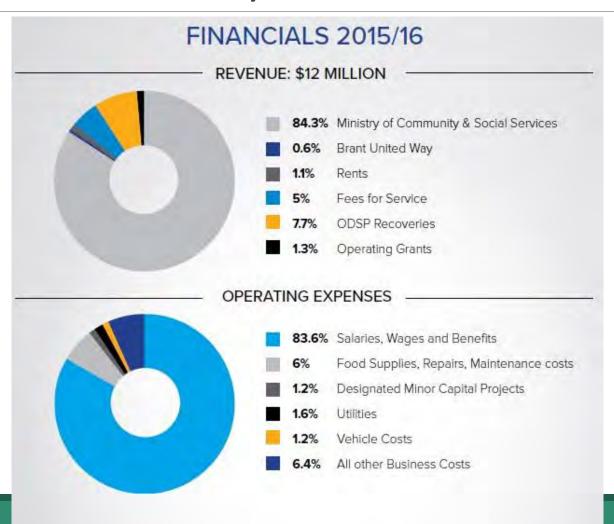


person

centred

thinking

### Financial Summary



### Transportation

New vans for Beckett home and Recreation Therapy Centre purchased with funds from the Brantwood Foundation.

Next Steps:

Raise funds to replace vehicles as needed.



### Technology

- You Tube
- •Phone systems assessed. Current system has room yet for expansion.
- •IO Vision performed IT audit for entire agency.
- •Conducted a performance audit of wireless equipment. Installed new equipment as required.
- •Installed updated fibre optic internet at Brantwood's main building and 25 Bell Lane home.
- •4 laptops and 1 desktop purchased to upgrade residential locations
- •Installed sound system at RTC for exercise and entertainment programs
- Developed plans to rebuild server
- •Developed and implementation of 2015-16 Technology Plan

#### **Next Steps:**

Implementation of planned server rebuild



### Accessibility



- •Increased the accessibility of 4 bathrooms at Recreation Therapy Centre (RTC)
- •Installed 9 automatic door openers at RTC
- •Purchased 2 Evac + Chairs for emergency purposes at the Inn on Strawberry Hill respite program
- Purchased a fully accessible Cross Fit Trainer

Multi Year Accessibility plan and progress updates are available on Brantwood's website www.brantwood.ca

#### **Next Steps:**

Improve accessibility of Brantwood's website

### Facility Services

In addition to Brantwood locations, we also provided maintenance and housekeeping services to Community Living Brant, Twin Lakes and Lansdowne Children's Centre.

Evaluated the number of people accessing the RTC after business hours. Due to the increased number of people accessing the building, a Security Service was hired to ensure safety of people accessing the building and to provide better customer service.

#### **Next Steps:**

- Review the changes to security
- Update policy related to security at RTC



### Health & Safety

#### **Inspections**

Annual inspection with Ministry of Labour

### **Next Steps**

- Update Fire Plan at RTC
- •Update Emergency Preparedness Plan

### 2015 WORKPLACE INSPECTION SUMMARY REPORT

LOCATION	<u>Jan.</u>	Feb.	Mar.	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>Aug.</u>	Sept.	Oct.	Nov.	Dec.
Kerr Shaver	5-Jan	1-Feb	6-Mar	9-Apr	13-May	8-Jun	9-Jul	4-Sep	14-Sep	10-Oct	5-Nov	8-Dec
MacBride	7-Jan	4-Feb	3-Mar	7-Apr	4-May	1-Jun	4-Jul	8-Aug	9-Sep	7-Oct	5-Nov	1-Dec
Beckett	10-Jan	3-Feb	7-Mar	6-Apr	20-May	10-Jun	2-Jul	10-Aug	10-Sep	5-Oct	5-Nov	10-Dec
Dundas	8-Jan	5-Feb	18-Mar	17-Apr	4-May	7-Jun	4-Jul	15-Aug	18-Sep	14-Oct	4-Nov	18-Dec
Mt. Pleasant	7-Jan	5-Feb	5-Mar	1-Apr	4-May	9-Jun	7-Jul	4-Aug	1-Sep	8-Oct	6-Nov	4-Dec
129 Tollgate	9-Jan	25-Feb	28-Mar	15-Apr	1-May	4-Jun	2-Jul	19-Aug	1-Sep	7-Oct	1-Nov	9-Dec
430 Nelson	2-Jan	3-Feb	3-Mar	5-Apr	1-May	1-Jun	7-Jul	3-Aug	1-Sep	2-Oct	3-Nov	3-Dec
346 Nelson	2-Jan	9-Feb	5-Mar	7-Apr	8-May	3-Jun	1-Jul	7-Aug	2-Sep	2-Oct	6-Nov	3-Dec
95 Tollgate	9-Jan	5-Feb	5-Mar	2-Apr	2-May	2-Jun	2-Jul	4-Aug	2-Sep	3-Oct	2-Nov	1-Dec
Paris Rd.	6-Jan	6-Feb	4-Mar	5-Apr	5-May	3-Jun	1-Jul	3-Aug	5-Sep	3-Oct	1-Nov	3-Dec
St. Paul Ave.	9-Jan	12-Feb	2-Mar	2-Apr	3-May	5-Jun	3-Jul	3-Aug	7-Sep	1-Oct	16-Nov	22-Dec
Bell Lane GH	8-Jan	12-Feb	9-Mar	8-Apr	13-May	12-Jun	14-Jul	1-Aug	16-Sep	7-Oct	5-Nov	9-Dec
Bell Lane GH SIL	1-Jan	7-Feb	6-Mar	2-Apr	18-May	9-Jun	8-Jul	1-Aug	10-Sep	1-Oct	2-Nov	30-Dec
Cumberland			18-Mar	29-Apr	7-May	24-Jun	15-Jul	5-Aug	10-Sep	2-Oct	9-Nov	30-Dec
Seating/pool/sensory/pr gm	8-Jan	6-Feb	5-Mar	9-Apr	7-May	4-Jun	10-Jul	19-Aug	10-Sep	7-Oct	9-Nov	7-Dec
Centre Admin / maint	30-Jan	26-Feb	25-Mar	29-Apr	28-May	30-Jun	31-Jul	31-Aug	24-Sep	28-Oct	23-Nov	22-Dec

Risk Management is a process of looking at areas that could affect our agency negatively. By looking at what those are, we can put plans in place to control or reduce the potential negative effects.

Brantwood received results from the 2013 Risk Assessment. Overall Brantwood is considered to be a **LOW** risk organization.

Brantwood was not required to submit a Risk Assessment in 2014-2015 due to being considered low risk.

#### Next Steps:

Complete Risk Assessment in 2016





Year	# of Medication Errors	% Rate of Medication Errors
2015 – 2016	118	0.0006878%
2014 – 2015	137	0.0007986%



- Approximately 171,550 medications are administered each year at Brantwood.
- A high percentage of medication errors would be prevented if a 2<sup>nd</sup> check was accurately completed.
- 54% of medication errors were related to documentation errors and omission of medications.
- Updated MT-10 Medication policy, including the Medication Error Review Process.

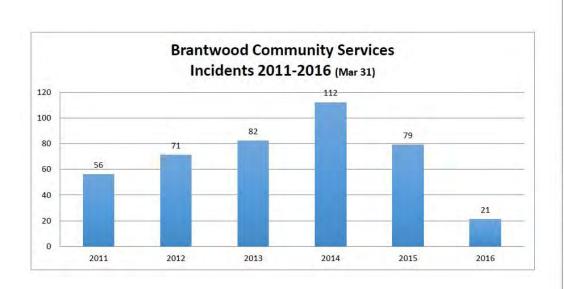
#### **Next Steps**

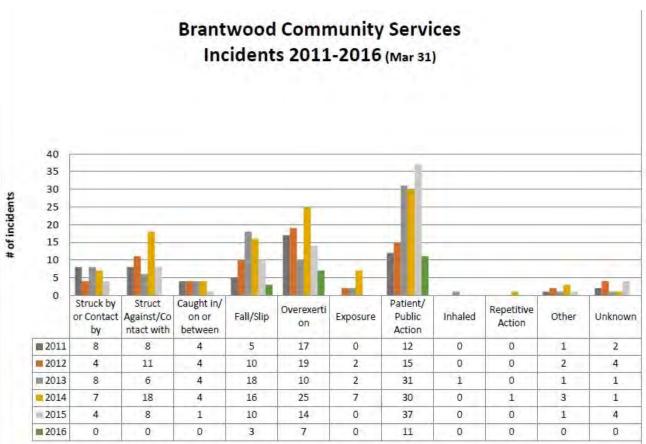
- Continue to share medication error reports to each location
- Follow up with medication errors on an individual basis





### **INCIDENT REPORTS – Employees**





### **SERIOUS OCCURRENCES**

Some Incident Reports for people supported require a Serious Occurrence to be filed with Ministry of Community and Social Services (MCSS). Annually, a report of serious occurrences at Brantwood is summarized and submitted to MCSS. This was submitted March 2016.

TYPE OF SERIOUS OCCURRENCE	2014	2015
Death	3	3
Serious Injury	2	6
Alleged, Witnessed, Suspected Abuse	0	3
Missing Person	0	0
Disaster on the Premises	0	0
Complaint About Operational, Physical, Safety Standards	2	0
Complaint Made By or About a Client, or Other Serious Occurrence	3	2
Restraint of a Client	1	0
TOTAL	11	14

#### **SERIOUS OCCURRENCES**

#### **Trend Analysis / Follow-up**

The chart below shows an overview for the past ten years. We track this specific data due to the aging population of people supported and the large number of people who receive their meals enterally.

Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
TOTAL Serious Occurrences	3	10	18	6	10	9	8	7	11	14
Meal Time Serious Occurrences	0	0	1	0	1	1	1	0	*3	0
Broken Bones	0	3	6	0	4	3	4	0	2	3
Deaths	3	1	3	1	1	3	0	2	3	3

#### Follow Up

Each Serious Occurrence has been followed up with on an individual basis. The details of action taken for each serious occurrence are reported to the Ministry in the Inquiry Report. No recommendations were received from MCSS for Brantwood follow up with.

### Governance

- •12 Board members serving on Brantwood's Board of Directors in 2015 2016. Bylaws allow up to 15 members.
- 8 Board members serving on the Brantwood Foundation Board of Directors. Bylaws allow up to 15 members.
- Adopted Brantwood Community Services & Brantwood Foundation bylaws at Annual General Meeting in September 2015.
- Reviewed Brantwood Foundation bylaws in Spring 2015.
- 4 Board Members participated in Governance training through OASIS (The Board A Winning Team, Board Basics: Developing a High Performing Team)
- Quality Assurance Measures Training for all Board Members in March 2016

#### **Next Steps:**

Full review of Brantwood Governance Policies and Procedures.



### Fundraising & Public Relations

#### The Brantwood Foundation is the fundraising arm of Brantwood Community Services

- •\$280,000 (3 year) grant received from the Ontario Trillium Foundation to expand our Work-Abilities pre-employment program.
- •Support received from the Brant Community Foundation and the Lorne & Elsie Hankinson Foundation for the Work-Abilities program
- •Scotia Bank (Lynden Park branch) staff hosted a community dance which raised \$7448 for Brantwood.
- •\$2,000 annual grant from David & Joyce Moss Fund at the Brant Community Foundation to create a sensory memorial garden at Mt Pleasant home.
- •\$5000 grant from J.P. Bickell Foundation to assist with purchase of new wheelchair accessible vehicle.
- •Purchased a fully accessible Cross Fit Trainer with a \$6500 grant from Aberdeen Health & Community Services Foundation.

#### **Next Steps:**

- Redesign website
- Develop marketing materials for overall agency, passport, RTC and seating services.
- Explore new fundraising opportunities
- Increase 3<sup>rd</sup> party events



### Fundraising & Public Relations

19TH ANNUAL GOLF TOURNAMENT

MAY 28, 2015 115 golfers

Over 30 corporate and community sponsors helped to raise \$39,000 for Brantwood's

Over 20 volunteers contributed





26<sup>TH</sup> ANNUAL WHEELCHAIR BASKETBALL TOURNAMENT JANUARY 23, 2016

Brantwood and Participation House Brantford hosted the Annual Wheelchair Basketball Tournament to raise funds for the two organizations and help to bring attention to their work in the community

Supported by the North Brantford Lions Club

16 teams competed this year Raised \$6000



### Community Partnerships

#### Brantwood has collaborative working relationships with:

Community Living Brant (CLB) Hamilton Brant Behaviour Services (HBBS)

Family Counselling Centre of Brant (FCCB)

St Leonards Community Services

Lansdowne Children's Centre Woodview

Ministry of Community and Social Services (MCSS)

L Tara Hooper & Associates

Brant United Way Ontario Trillium Foundation

Developmental Services Ontario (DSO) Operation Lift

Contact Brant Bethesda

Participation House Twin Lakes Clinical Services

Adult Recreation Therapy Centre (ARTC)

Dolphin Technologies

Crossing All Bridges Learning Centre (CABLC) Fanshawe College

North Park Collegiate Mohawk College

Brantford Christian School Lisa Roney, Certified Fitness Instructor

### Brantwood Supporting Our Community

**Brantwood employees raised \$10,000** (\$1,100 more than last year) **for the Brant United Way** through hosting a number of creative fundraising events and initiatives during the fall campaign. This was an outstanding show of support for the United Way and its importance to our community on behalf of the entire Brantwood team.

Brantwood received a United Way "Spirit Award" in recognition of our successful workplace campaign.

Brantwood participated in The United Way Days of Caring initiative in 2015.

Brantwood coordinated Brant County's 1<sup>st</sup> Disability Mentoring Day. 5 employers took part in the day which promotes career development for job seekers with disabilities through hands-on career exploration and ongoing mentoring relationships.

Senior Managers participated in the following community committees:

- Brant Managers Table
- Developmental Services Brant
- Case Resolution Table
- Transitional Aged Youth Planning
- Behavioural Review Committee

### **Contact Information**

Visit us at

#### www.brantwood.ca

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