



# ASSISTED LIVING SOUTHWESTERN ONTARIO

## Annual Report

## 2021/22



## Vision, Mission, & Values

### **Vision:**

To be change makers towards equality, diversity and accessibility.

### **Mission:**

To envision a day when people with physical disabilities fully participate in all aspects of community life as the norm and not the exception.

### **Values:**

*Quality* – We are committed to continuous improvement.

*Accountability* – We guarantee responsibility and accuracy to our consumers, staff, funders, and the community as a whole.

*Responsiveness* – We respond positively to change and challenge.

*Respect* – We value each individual. Consumers are the experts in their own service delivery.

*Accessibility* – We advocate for increased access in all aspects of life.

*Collaboration* – We seek efficiencies through partnerships both internally and externally.

*Leadership* – We lead by finding solutions.



Working  
collaboratively



Staff



Volunteers



Community  
Partners

## President's Report

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The past year has been one of many challenges, but many successes as well. As we reflect on 2021-22, we think of the commitment to providing high quality service to our consumers, with the goal of increasing equality, diversity, and accessibility in our community and beyond.

Over the past two years, staff have met the COVID-19 Pandemic head-on, ensuring all protocols were followed and keeping inevitable outbreaks as contained as possible. The Board of Directors is very proud of the work of staff at all levels for ensuring that our consumers continue to have the supports they need to live independently. We've pivoted our day programs to be able to offer virtual services, which, while out of necessity, will continue to be a component of achieving our accessibility goals moving forward. We also look forward to welcoming folks into our new day program space in 2022-23.

We continue to follow our 2021-2024 Strategic Plan, with a focus on Consumers, Staff, Public Relations, Technology, and Partnerships. We are proud to be part of the solution for our local affordable housing crisis, by partnering with like minded organizations to increase available supportive housing. Our roll out of Alaycare, during the pandemic, is a shining example of our commitment to technology to improve service quality while finding administrative efficiencies. This year, we said goodbye to Lynn Calder, our long-time Executive Director, with gratitude and warm wishes as she continues making significant contributions to the community through her role at Life After Fifty.

On behalf of the Board of Directors, I'd like to thank all staff, consumers, and community partners, for helping make the last year and our leadership transition a success. Ralph Ganter, our new Executive Director, has already shown great innovation and passion for ALSO and the work that we do. Together, we look forward to continuing to build toward a day when people with physical disabilities fully participate in all aspects of community life as the norm and not the exception.

Thanks!

**Allison Prieur, President**

## Executive Director's Report

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It is with great pleasure that I write this narrative for the fiscal 2021/2022 annual report for the Assisted Living Southwestern Ontario (ALSO) organization. As experienced by many stakeholders in the health care system, fiscal year 2021/2022 continued to be a challenging year for the ALSO organization as it dealt with subsequent waves of the Covid 19 infection. Despite this significant challenge the organization has had profound achievements. These achievements included the development of supportive housing sites at the Chez Nous - Stoney Point Location as well as at the previous head office site on Sandwich Street. Further, during the pandemic, the organization successfully relocated its head office to 1100 University Avenue West, an undertaking that consolidates staffing and programming, offers the ability to provide improved services and education related flexibility, and enables a centralized focus to support the distributed model that ALSO provides throughout the Windsor-Essex community .

However, an organization is not about its buildings, rather, the ALSO organization is about the action and passion of our staff, volunteers, and care teams that support our mission to service. Most importantly, I would like to thank our wonderful consumers for their patience and resilience throughout the time of pandemic. The consumers we serve are our reason for being and we look forward to continually improving ourselves in order to meet our consumers' needs.

Finally, I congratulate our management team and board members for enduring the challenges of the pandemic and for thriving in its wake. In the coming year, the organization is clearly well placed to meet the needs of the community and to make significant contributions to the evolving Windsor Essex Ontario Health Team.

Respectfully submitted

**Ralph Ganter, Executive Director**



# A.L.S.O. NEIGHBOURHOODS OF CARE & COLLABORATIVE HOUSING with SUPPORTS in Windsor

**CENTRAL Y**  
455 Dougall



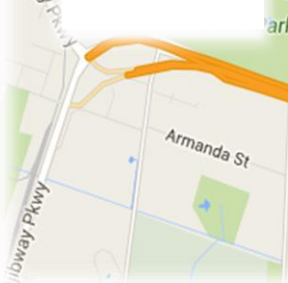
**Sandwich CHS:**  
3141 Sandwich St



**WESTGATE 65+**  
3294 Sandwich



**MONARCH HOUSE**  
3632 Sandwich



**ALSO ADMINISTRATION & DAY PROGRAMS** 1100 University Ave. W.



**CHATEAU MASSON**  
415 University E



**Y RESIDENCE**  
1101 McDougall

**LONGFELLOW**  
2204 Longfellow



**CENTRAL Y**  
455 Dougall



**HEIMATHOF (seniors)**  
5060 Wyandotte E



**BARCELONA MADRID**  
8950 Wyandotte E



**TRINITY TOWERS**  
1170 Lauzon Rd,  
1145 & 1175 Adair Court



**RÉSIDENCE RICHELIEU**  
3140 Meadowbrook  
(service in French)



**Windsor, Ontario**



# A.L.S.O. NEIGHBOURHOODS OF CARE & COLLABORATIVE HOUSING With SUPPORTS in Essex County



## Sites & Programs - 2021/22

### **EXPANDING SERVICES TO HOUSING WITH SUPPORTS**

ALSO has new housing units for Windsor and Essex County. These units will all come with enhanced, collaborative supports that will assist as many as possible to maintain their tenancies and reduce the risk of homelessness.

#### **CHEZ NOUS**

ALSO has a commitment from the County of Essex to provide 20 subsidies for Housing with Supports at the Chez Nous property which was recently purchased by a Toronto investor and partner. Occupants of this site are expected to be those with Mental health disabilities, Addictions, Acquired Brain Injuries, Physical Disabilities and Seniors. An additional 10 units are available and options are being explored to effectively use this capacity.

#### **CHATEAU MASSON**

This building has been renovated and set up for housing the accommodation of an additional 40 individuals who require housing with supports. This ALSO venture is a collaboration with FSWE, CMHA, and HDGH, to support individuals who are largely homeless and involved with mental health, addictions, acquired brain injuries and physical disabilities.

### **3141 Sandwich Street and 1100 University Ave. West**

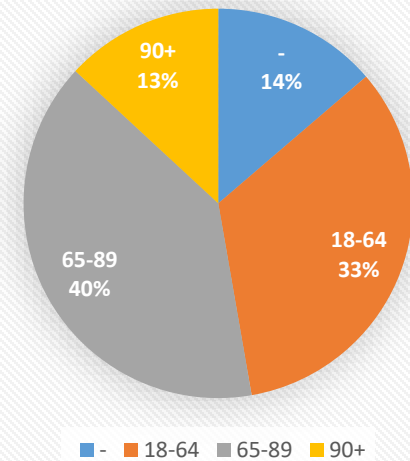
The ALSO building at 3141 Sandwich has been purchased by the APPD Foundation. This building has been converted to 32 units that will be used to support individuals in a Housing with Supports model. Funding for the renovations came from the Ministry of Municipal Affairs and Housing via the City of Windsor.

A.L.S.O. Head Office and Participation Industries and Chrysalis Day Programs are now located at 1100 University Avenue West. A large commercial elevator has made this entire building accessible. Although there is still work to be finalized to make this property fully fit our needs, formal occupancy has been granted. This property was purchased and renovated for our use by a Toronto area investor and partner.

## Program Statistics

Functional Centre/Funding Envelope 2021/22		2021/22
Personal Support / Independence Training (Outreach)	Service Hours Individuals Served	37,617 240
Assisted Living Services (Supportive Housing & Mobile)	Service Hours Individuals Served	42,045 144
Client Intervention Services (CIS)	Visits Individuals Served	515 775
	Individuals Reached	
ABI Assisted Living (Monarch)	Census Days Individuals Served	2493 7
ABI Personal Supports / Independence Training (Windsor/Chatham/Sarnia)	Service Hours Individuals Served	3957 28
<b>Rent Supplements</b>		
Ministry of Health	Individuals Served	26
Strong Communities I – Ministry of Housing via City of Windsor	Individuals Served	35
Strong Communities II - Ministry of Housing via City of Windsor		
	Individuals Served	29

**Consumer Age Range  
Count**





## Overview of Individuals Served



ALSO has 16 Neighbourhoods of Care locations and provides Collaborative Housing with Supports at 3 locations in Windsor and Essex County



We have 2 day program locations, for survivors of acquired brain injury and for adults with physical disabilities.

### **THOSE WHO PASSED IN 2021/22 AND WILL BE DEARLY MISSED;**

Vincenzo Pizzuti  
Edna Brockman  
Shirley Hrynyk  
Ellen Maybee  
Warren Falby  
Jon Goodison  
Betty Cross

Katherine Clayton  
Robert J. "John" Bunn  
Nancy Pizzuti  
Frank Owen  
Bergen "Jim" Mundy  
Scott Miller

Michael "Mike" Russell  
William James  
John Hartley  
Warant Sarkisean  
Robert (Bob) Gates  
Julie Ouellette

## Public Relations

ALSO strives to improve our public profile, public presence and public support through targeted communication, and education. By increasing our visibility in the community and actively striving to utilize communication tools we improve relations with our internal and external stakeholders. We are actively working to increase our legacy giving campaigns and our social media presence. We network with organizations like the Chamber of Commerce, We Serve Seniors and local business people. These partnerships have contributed to an increase in our fundraising revenue and community partnerships like the Mark Nantais Memorial Golf Tournament.



**8<sup>TH</sup> Annual MARK NANTAIS MEMORIAL GOLF TOURNAMENT**

Proceeds to benefit:  
Neighbours Who Care and  
Assisted Living Southwestern Ontario

**MEMORIAL GOLF TOURNAMENT**

Location: Fox Glen Golf Club  
7525 Howard Avenue - McGregor

Format: Best Ball with Shotgun start

Date: Saturday July 17, 2021  
Start time is 12:00 PM SHARP

Fee: \$135.00 per person  
(includes golf, green fees, cart and dinner)  
(pending Covid-19 restrictions, a food voucher may be given as a replacement)

Accepted payments: Credit Card, E-Transfer or Cheque made out to ALSO

We wrap our services along with other care partners and the neighbourhood to provide the best possible support.



## Partnerships



The Mobile Outreach and Support Team (MOST) supports the needs of those who have mental health or addiction challenges, require housing, or are street-involved. MOST is made up of a driver trained to support those with physical disabilities, a social worker, and an outreach worker. MOST will travel via an accessible van to Downtown and West-End Windsor locations with supplies such as food and personal care items while offering services.

MOST is a collaborative initiative between Hôtel-Dieu Grace Healthcare (HDGH), Canadian Mental Health Association – Windsor/Essex County Branch (CMHA WECB), Assisted Living Southwestern Ontario (ALSO), and Family Services Windsor-Essex (FSWE).



**Canadian Mental Health Association**  
Windsor-Essex County  
*Mental health for all*



**HÔTEL-DIEU GRACE**  
HEALTHCARE 1888



**Neighbours Who Care (NWC)** is a continuing collaboration between ALSO and Xperience Home Health Care. It provides refurbished mobility equipment and financial assistance to eligible residents of Windsor and Essex County. Individuals and families may apply for funding.

NWC is committed to handling any personal information that we may collect in a professional, respectful and lawful manner.

**General Criteria:**

1. You must be a resident of Windsor or Essex County
2. You must have a permanent physical disability.
3. You must have a financial need or have limited funding from other sources



*Annual Report 2021/22*



**216 applications received,  
with 184 applicants  
receiving either funding or  
equipment from the  
program**

**IN THE  
NEWS**





# Governance

ALSO is led by a dedicated volunteer Board of Directors who provide talent and experience in the crafting of our Strategic Directions, and provide overall long term direction. The agency by-laws clearly articulate the role of the Board of Directors, and the general members of the agency.

## BOARD OF DIRECTORS PRESIDENT

Allison Prieur

## VICE PRESIDENT

Alexis Baksi

## PRESIDENT ELECT

Christina Stramacchia

## PAST PRESIDENT

Ali Coppola

## TREASURER

Danielle Gignac (now vacant)

## DIRECTORS

Alexis Baksi  
Naomi Levitz  
Shauna Carter  
Cheryl Porter  
Domenic Acchione  
Sonia Dauncey  
John Stroyan

### 2021/22 Committees:

Health & Safety  
Consumer Advisory Group

### Board Committees:

Executive  
Finance  
French Language  
Personnel  
Social Recreation  
Equity and Inclusion  
HR Recruitment and Retention

### CONSUMER ADVISORY GROUP –

CHAIRS – SARAH BONDY AND PENNY SAUVE

MEMBERS – SCOTT MIKEC, NOLA MILLIN, JANET EWASYKE, DAVE HARSHAW

STAFF – EVELINA BACZEWSKA, DANICA MCPHEE



### 2021/22 Leadership Team

Lynn Calder\*/Ralph Ganter – Executive Director  
Tracey Crow – Director of Service  
Leo Muzzatti – Director of HR & Org. Development  
Remy Sirls\*/Kelly O'Toole - Director of OPS and Strat/Performance, Accountability, Quality & Operations  
Leigh Vachon - Enhanced Services and Partnership Development  
Kitt Belano – Manager of Finance

### 2021/22 Management Team

Joslin Allen*	Barb Dwyer-Hart
Debra Groen	Laura Kay*
Kelly Bastien	Melissa Martin
Michele Legere	Kelly O'Toole
Christina Callard	Kimberly Wirag
Charity Nagtegaal	Michelle Russell
Joyce St. Pierre	Gillian Kitaresku

\* No longer with the organization

# ALSO DAY SERVICES 2021-22 REPORT

## SUMMARY

Back on March 13, 2020 there was no way that any of us could predict a two-year closure of programs and services for both Participation Industries and Chrysalis Day Club. The world experienced a culture of “pivoting” and “leaning in” that has thrown us all off our axis.

Day services at ALSO has experienced a rollercoaster ride this past year primarily driven by a staffing resource issue: all of the Participation Industries Facilitators were re-assigned to other NOCs; Chrysalis Facilitators have been re-deployed from day programs to other NOCs and back again; staff left the agency due to vaccination policy and the Program has had Facilitators post permanently into other NOCs.

The pandemic and staffing challenge have not been the only barriers to re-integration of day services as the timeline for the reopening of the Day Program space at Head Office has been variable due to pandemic and logistics issues.

Numbers do not lie and despite our massive challenges, there are some impressive numbers and services delivered by our dedicated staff.

## SERVICES DELIVERED

In the previous fiscal period of 2020-2021, the two day programs combined resources and services to implement a model that could continue with connectivity to consumers as much as possible. The model was agile and adaptable for staff to be able to work from anywhere and for ALSO to help combat the social isolation that our consumers were experiencing.

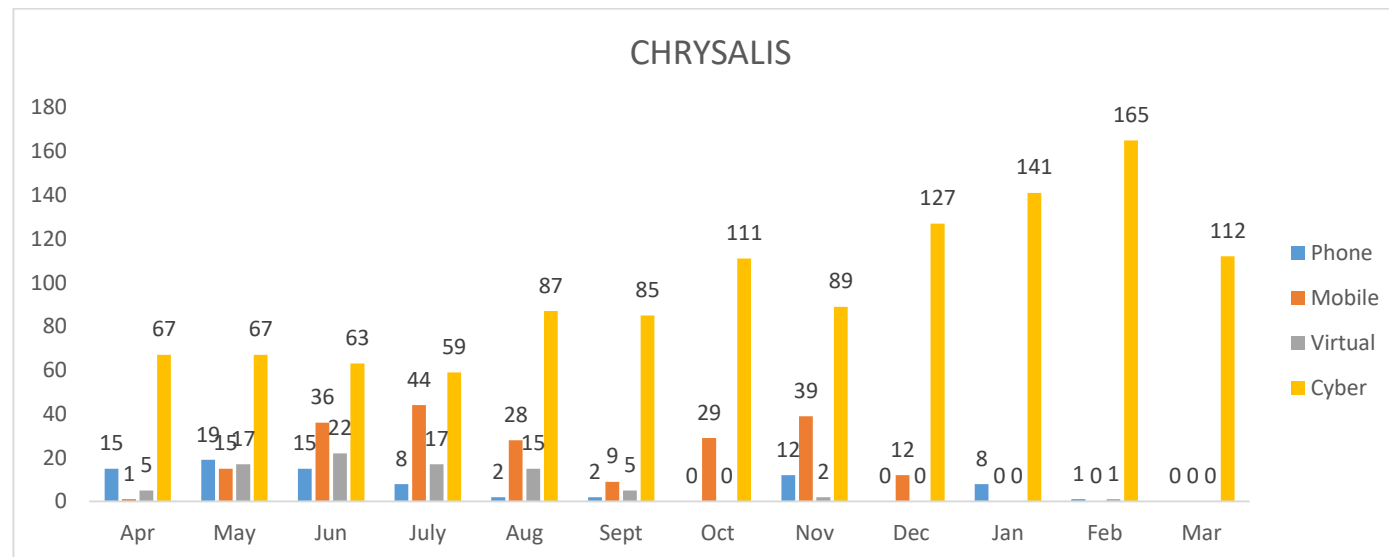
**Phone Visits** – A list of consumers was developed in 2020-2021 in consultation with the Program Managers to include particularly isolated consumers within Neighborhoods of Care who would benefit greatly from a weekly phone check in. This list included the existing consumers with Participation Industries and Chrysalis. This initiative therefore expanded the number of consumers receiving services and this number rolled over into 2021-2022

**Mobile Visits** – This list was also developed in 2020-2021 in collaboration with Program Managers for consumers that were particularly isolated. An IPAC checklist was implemented for mobile visits and these were conducted only while it was deemed safe to do so, maneuvering around waves of the pandemic and availability of staff. Like the phone calls, this saw a number of new consumers receiving services particularly in Participation Industries where there was more flexibility of service eligibility.

**Virtual Visits** – This online visiting tool expanded significantly this past year, further transitioning from a list of consumers that were developed in the previous fiscal year. The Program created a faux Facebook Page and Messenger Account (ALSO Chats) that became more user friendly for consumers that are familiar with Microsoft Messenger as opposed to Zoom applications.

**Cyber Café** – This online space was developed at the onset of the pandemic early in 2020. Through the use of ZOOM, this is daily space for consumers to meet and interact with each other in games and activities. The credit for the leadership of this space must be given to Chris Lemieux who develops, implements and moderates the activities on a daily basis. Chris is applauded for the continued success of this particular element of the day service program. Since November, the program temporarily hired a second staff to develop evening activities to offer 2 options a day and the program has continued with special events like a Bingo the last Saturday of every month and Paint Night.

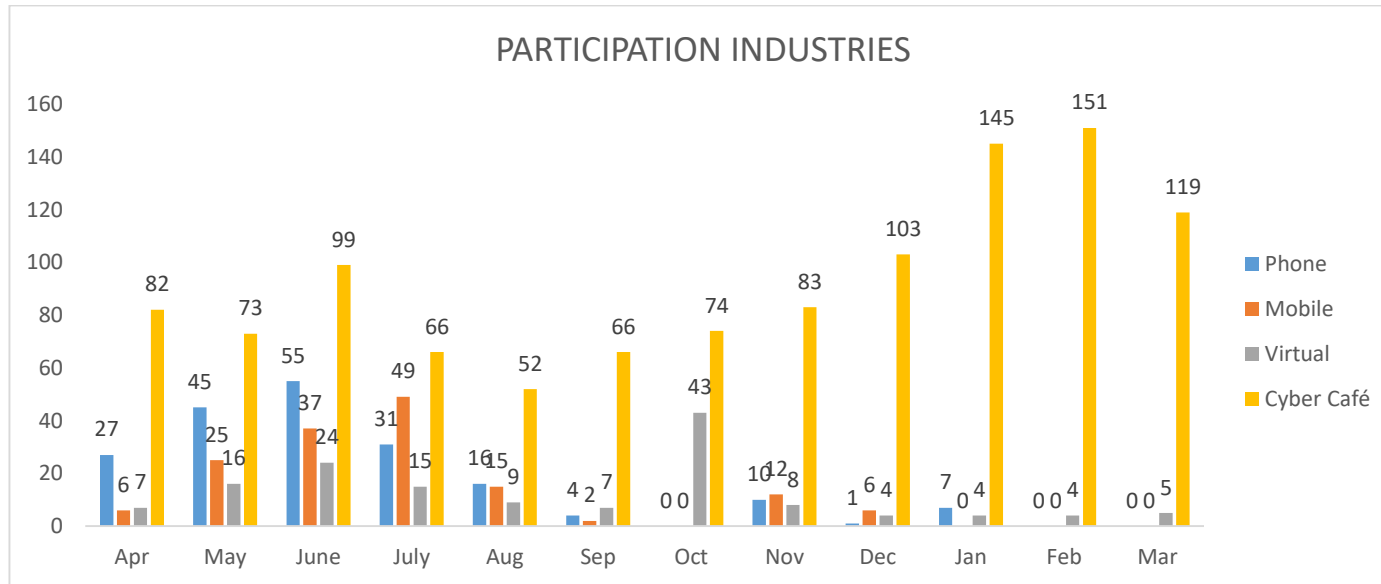
## DATA



TOTAL NUMBER OF UNIQUE CONSUMERS REACHED	=	44
TOTAL NUMBER OF CONSUMERS REACHED MONTHS COMBINED	=	244
TOTAL NUMBER OF SERVICE HOURS	=	2,213.5

(Total service hours formula 0.5 hour phone visit + 1 hour mobile visit + 0.5 hours virtual visit + 1 hour cyber café)





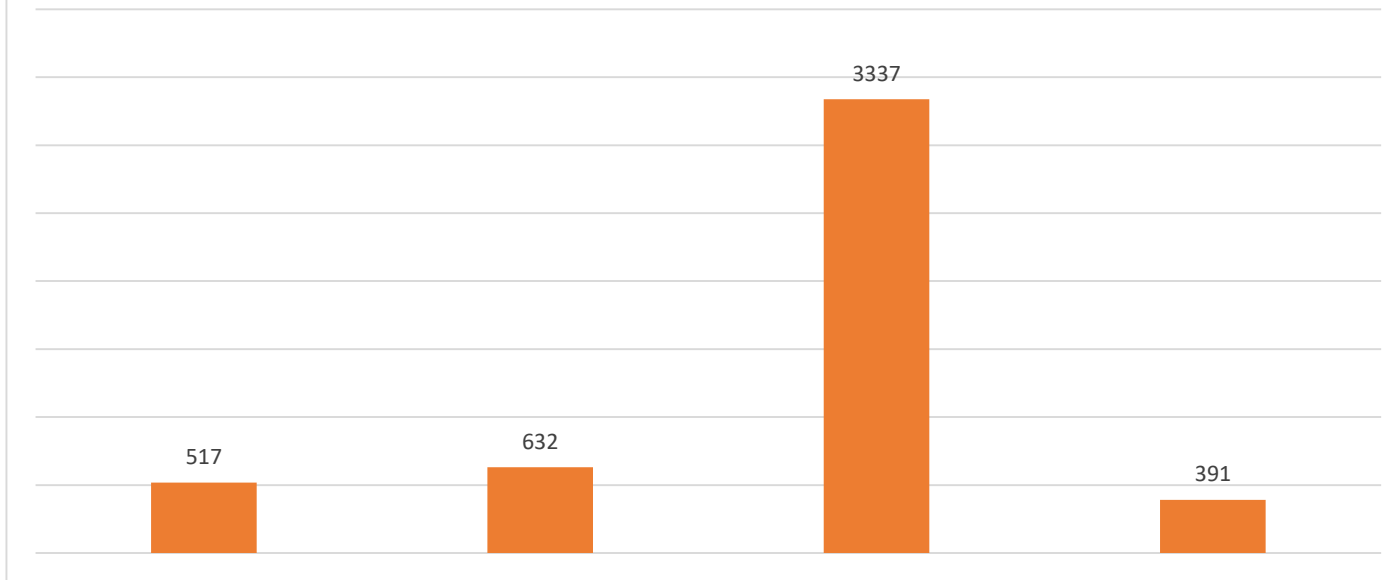
TOTAL NUMBER OF UNIQUE CONSUMERS REACHED = 116

TOTAL NUMBER OF CONSUMERS REACHED MONTHS COMBINED = 695

TOTAL NUMBER OF SERVICE HOURS = 1,802.5

*(Total service hours formula 0.5 hour phone visit + 1 hour mobile visit + 0.5 hours virtual visit + 1 hour cyber café)*

### COMBINED PROGRAMS



TOTAL NUMBER OF UNIQUE CONSUMERS REACHED	=	160
TOTAL NUMBER OF CONSUMERS REACHED MONTHS COMBINED	=	939
TOTAL NUMBER OF SERVICE HOURS	=	4, 016

## EQUAL ABILITY - EMPLOYMENT

The below statistics are separated from the Participation Industries and Chrysalis data. These traditional services are supported via Facilitators and by the Employment and Resource Navigator and Client Intervention team to assist with this initiative.

In addition, the data was driven by when Employers were open and providing jobs to consumers and, as a result, inconsistency and closure impacted the data significantly.

Contact includes coaching, income reporting, and communication.

TOTAL NUMBER OF CONTACTS	=	283
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TOTAL NUMBER OF SERVICE HOURS = 648 hours (estimated)

Given the upcoming changes to Employment Supports within the Province, the provision of these services will be affected. To this end, However, we will develop a plan to maintain our relevance within the field and ensure that support services for persons with physical disabilities will continue to be at a standard that we expect.

## **CURRENTLY**

In order to determine the current state of the consumers, we have implemented a survey calling all Participation Industries and Chrysalis attendees and asking key questions around their comfort level in returning, what days they prefer, do they want “drop-in” options, what they would like to do, etc. The results of this survey should be available to the Senior Management team for their review upon completion. This information will be used as we move forward in creating and developing meaningful activities for our consumers to participate in.

Currently, a Program Manager Gillian Kitaresku is assisting with oversight of Day Programs. Gillian has been helpful in scheduling and keeping the staff engaged and working.

## **WHAT'S NEXT**

- ✓ Assign a permanent Program Manager
- ✓ Continue the success of Cyber Café and make it a permanent part of the services
- ✓ Reinvision the Day Services Delivery beyond our traditional models while maintaining a space for our longstanding consumers
- ✓ Increase Peer to Peer virtual visiting
- ✓ Develop the space at Head Office
- ✓ Revamp the Facilitator job description and hiring protocol for Facilitators
- ✓ Re-focus ABI training



2021/22

**Donors/Sponsors/Community Assistance** - It has been a challenging year for staff and consumers. The community, as usual stepped up to assist. The employees were courageous and unstoppable.



	ALSO	VOCATIONAL	ATTENDANT SERVICES	TOTAL 2022	TOTAL 2021
<b>REVENUES</b>					
LHIN	\$ -	\$ -	\$ 11,824,250	\$11,824,250	\$11,627,150
MOHLTC - one time	-	-	2,186,509	2,186,509	1,989,152
Fees and miscellaneous	873,492	-	371,987	1,245,479	1,211,124
MCSS	-	605,666	-	605,666	605,666
City of Windsor Amortization of deferred contributions	374,602	-	-	374,602	302,345
	6,351	-	-	6,351	232,687
MOHLTC - Rent Supplement	-	-	233,782	233,782	211,482
Donations	<u>173,546</u>	<u>-</u>	<u>-</u>	<u>173,546</u>	<u>30,603</u>
	1,427,991	605,666	14,616,528	16,650,185	16,210,209
<b>EXPENDITURE RECOVERY</b>	<u>202,489</u>	<u>-</u>	<u>266,216</u>	<u>468,705</u>	<u>178,093</u>
	<u>1,630,480</u>	<u>605,666</u>	<u>14,882,744</u>	<u>17,118,890</u>	<u>16,388,302</u>
<b>EXPENDITURES</b>					
Administration costs	-	66,663	1,345,147	1,411,810	1,451,703
Amortization	7,092	-	-	7,092	49,864
Building occupancy	132,531	57,726	179,319	369,576	416,914
Contracted out services	-	6,730	368,202	374,932	539,318
Equipment expense	-	23,670	46,958	70,628	42,128
Interest	-	-	-	-	11,533
Office and sundry	759,505	156,750	703,156	1,619,411	1,829,739
Rent supplement	374,602	-	233,782	608,384	513,876
Salaries and benefits	240,821	285,622	11,842,072	12,368,515	11,684,029
Staff travel and training	<u>8,419</u>	<u>8,503</u>	<u>256,037</u>	<u>272,959</u>	<u>292,004</u>
	<u>1,522,970</u>	<u>605,664</u>	<u>14,974,673</u>	<u>17,103,307</u>	<u>16,831,108</u>
<b>REVENUE OVER (UNDER) EXPENDITURES</b>	<u>\$ 107,510</u>	<u>\$ 2</u>	<u>\$ (91,929)</u>	<u>\$ 15,583</u>	<u>\$ (442,806)</u>

# Strategic Plan 2020/2023

## 3 Year Strategic Directions – Key Strategies

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### Consumers

- Increase consumer leadership, engagement and involvement in decision-making

### Staff

- Attract and retain, high quality, forward-thinking talent
- Uphold staff morale and motivation

### Public Relations

- Strengthen community profile and presence

### Technology

- Continue to expand the use of technology for administrative functions
- Utilize technology to enhance consumer quality of life

### Partnerships

- Engage in an eco-system of supports
- Increase volunteer base
- Seek out community partners to enhance services and create efficiencies





**Assisted Living** | **Aide à la vie autonome**  
**Southwestern Ontario** | **Sud-Ouest de l'Ontario**

**Assisted Living Southwestern Ontario ALSO**

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Windsor, ON  
N9A 5S7

[www.alsogroup.org](http://www.alsogroup.org)



ALSO is a non profit organization and is funded by:  
Erie St. Clair Local Health Integration Network, Ministry of Community and Social Services, Ontario Disability Supports Program and Human Resources Development Canada.

We greatly accept the kind donations of the public. Our charitable registration number is 118848712