



## ANNUAL REPORT

2017 - 2018

### Message from the Board President and the CEO

Our government and subsequently the Local Health Integration Networks across the province continue to focus on the Patients First Mandate. This mandate aims for the provision of a high level of quality care that focuses on improving the experience and health of the residents, addressing the reasons why there is health inequity, and focusing on collaboration with primary care and public health.

Our year at Traverse has been strongly focused on the same principles, driven by our quest for accreditation. Our mission, vision, and values (CARES) strongly support the mandate of the ministry about health care reform. We have seen significant change over the past year as we work to engage our clients, families, caregivers, and key stakeholders on many levels. Client centred care has truly come into fruition through this work. We have formed caregiver councils, staff advisory committees, committees focused on client safety and employee recognition. Our engagement sessions and surveys have resulted in overwhelming responses around quality improvement. This has been exciting and invigorating and we are working swiftly to take these ideas and implement them wherever possible.

The future is somewhat unknown, but with the momentum we have gained over this year we are ready for it. We will continue to engage stakeholders, push toward new heights in quality, client safety, staff engagement, and recognition as we work on our strategic goals and priorities:

### Traverse Programs

- Supportive Housing for adults with physical disabilities (Union Lane and Strasburg Rd.)
- ABI Transitional Living (Fergusson Place, Stanley Ave.)
- ABI Supported Living (Andes)
- ABI Group Home (Tagge St.)
- ABI Adult Day Program at the *Opportunity Centre*
- Specialized ABI Day Program at *Beginnings*
- ABI Outreach Services in Waterloo Region and Wellington County

### Highlights

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- Build our capacity and capability to deliver high quality service that supports client safety
- Demonstrate and communicate our commitment to achieving key client and system outcomes
- Create opportunities for engagement with key stakeholders.

Our plans and frameworks such as the strategic plan, quality, client safety, business continuity, diversity, communication, and talent management plan as well as the ethics framework will support us to drive forth our goals and objectives with measurable indicators and timelines. Outcomes will be posted and available for stakeholders on our website. (See page 4-6 for further details.)

It has been an incredible year of hard work and we would like to acknowledge employees, clients and families for their willingness to participate. The best is yet to come!



Toby Harris  
Chief Executive Officer



Stephen Spracklin  
President of the Board



## In Memoriam Peter Bender 1970 – 2018



Peter came to Tagge Street after his Mum passed away in August 1999. He enjoyed all aspects of life and participated in all the programs offered to him with great enthusiasm. During the early years at Tagge Street he was known as the “handyman” because he worked closely with our volunteer handyman Wally, who provided Peter with a tool belt and tools so he could work alongside him. He used to love hammering away whenever the need arose.

During the installation of the elevator and the renovations of the basement to become an extension of the main floor, staff had to video the construction and replay for Peter, who sat at the top of the stairs eagerly awaiting the progress report. Tom, a community volunteer, built Peter a standing frame so that he was able to stand outside on the front porch and watch the fields across from Tagge street change into the housing complex that it has now become.

The Traverse van provided great joy to Peter. It allowed him access to the surrounding areas and beyond. We took many trips together: the Royal Botanical Gardens, the ROM, the Toronto Aquarium, boat trips down the Grand River, and

the African Lion Safari. Because of restrictions on the safari bus, we drove the van around the safari with Peter. What a wonderful time we had! Every time he yelled “Stop!” we would pull off the road so he could get a bird’s eye view of the lions, giraffes and the ostriches pecking at the windows. He loved to crank the country music station and sing away while on route to our destinations. A fishing trip to the local trout farm proved to be a very amusing afternoon for Peter. We told staff to hold off on making supper because we would return with nice fresh trout to eat. Unfortunately, we only caught one trout about 2 inches long after 4 hours of trying. We said that we would tell staff about “the one that got away”.

Spontaneous visits from family members always were always very special to Peter. His grandma Luella was a regular visitor for many years. Peter loved the fact that he could help prepare a nice pot of tea and sandwiches ready for her arrival. The BBQs and Christmas parties gave Peter a chance to assist in making decorations, to prepare food and to figure out what the annual competition would be in order to win the coveted trophy. Peter was very proud of his family, and we all watched them grow over the years of attending all the functions. He was especially proud to have reconnected with his daughter Lisa. She came to visit as often as possible and learned how to communicate with Peter. In the beginning Lisa had to rely on staff to assist with speaking for him over the phone. As his speech progressed she was able to understand him better and the day came when he could say “I love you” very clearly. She told us that was the best moment of her life.



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His daily sessions of Jerry Springer kept him isolated in his room for an hour every day. Everyone knew not to disturb him from 3 to 4 p.m., or he was a force to be reckoned with. His laughter resonated around the house and you would be unsure if it was a drama or a comedy program that he was watching. Emeril Live was his program of choice many years before and you would often hear him yell the expression “Bam Bam”.

There were many afternoons and evenings singing karaoke. This was a one of Pete’s passions and his voice rose way above everyone else’s. If any staff had concerns about their cars, they could always get expert advice from Peter. He would explain what the problem was before you headed off to get it fixed.

Peter had a close relationship with all his house mates. He had his own language with one client in particular and they would spend hours chatting backwards and forwards. No-one else could understand a word but they had a bond which couldn’t be broken. They lived and worked at programs together just as any normal family. They had good days and bad, ups and downs, but through it all they all cared deeply for each other. Peter’s passing has left a void in many lives at the Tagge Street group home but, looking back at all the happiness and all the memories, it was a blessing to have shared all those years together. His smile and laughter will always be with us and his memory will live on as a brick in the wall.



Karen Liphard  
Group Home Manager

## PLANS

As Stephen Spracklin, board president and Toby Harris, CEO mentioned in their message on page 1 of this annual report, our business plans and frameworks will support us to drive forth our goals and objectives with measurable indicators and timelines.

The Strategic Plan was reviewed and rewritten by the board in early 2018, which led us to a rewrite of some of our existing plans, and the development of several plans that were new to Traverse Independence.

As we are headed towards our accreditation survey in the fall of 2018, some of these plans have already been finalized and published on the Traverse website, others are still out for consultation and finalization with our employee committees, Human Resources management, or other stakeholders.

The Strategic Plan, of course, initiates everything. The Quality Management Plan and all the others fit together seamlessly to execute the goals the board has set out for our organization.

One of the major plans out for consultation is the Client Safety Plan, which will encompass all measures that concern medication management, falls prevention and infection prevention and control.

STRATEGIC PLAN		
Quality and Client Safety	Outcomes	Engagement
Provide a recognized service that supports care and client safety.	Demonstrate and communicate our commitment to achieving key client and system outcomes	Create opportunities for engagement with key stakeholders.
Achieve accreditation, implement a quality management system, ensure service is based upon best practices, implement a client safety plan.	Active contributions on local and provincial system committees, collect data to support funding requests.	Develop virtual and face to face systems for engagement, use surveys to collect data, use information for quality improvement.

QUALITY MANAGEMENT PLAN		
Keep the Client Safe	Achieve the Best Results	Person Centred Care
<ul style="list-style-type: none"> <li>• Improve food handling practices.</li> <li>• Improve client record keeping.</li> <li>• Reduce incidents of client injury related to falls.</li> <li>• Safety is part of the role of clients, employees and families.</li> </ul>	<ul style="list-style-type: none"> <li>• The ethics framework is utilized across the organization.</li> <li>• Incident reports will be used for quality improvement and risk management.</li> <li>• The emergency preparedness plan is implemented at all sites and locations.</li> </ul>	<ul style="list-style-type: none"> <li>• Clients and families will be engaged and involved at all levels of the organization.</li> <li>• Key documents will be made public by posting on the website.</li> <li>• Mission, vision and values will be vetted through key stakeholders on a regular basis.</li> <li>• Membership on the board of directors will be extended to those with lived experience, caregivers or families.</li> </ul>



The Disaster and Emergency Management Plan is being revised, but the Business Continuity Plan is ready and it explains how management will decide about the resources and sequence of restoration that will be needed in the hours, days, and weeks following a major incident. Recovery strategies will restore business operations to the minimum acceptable level following business interruption. The recovery strategy can include: shifting services from one facility to another, supporting essential services only, lock-down of facilities, maintaining a higher inventory, reallocating existing inventory, and contracting with third parties.



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As part of our Diversity Plan, we will ensure that employees and stakeholders are culturally competent and to do this we may use various training initiatives. Traverse Independence is dedicated to recruiting and retaining a qualified workforce. By valuing a diverse workforce, Traverse Independence is also committed to hiring practices that are fair and equitable, so the appropriate qualifications of each candidate are the only criteria used in the hiring process.

The Talent Management Plan aims to ensure that all employees have career development discussions annually, that talent management support plans are developed for high performing employees, that employees with high potential are offered additional opportunities for professional growth or learning, that employees are offered opportunities to lead committees or take on additional project work, and that all employees on the committees have an opportunity to take on a leadership role on a rotational basis.

The goals of the Communication Plan, which is being finalized at this very moment, are to disseminate information about the activities of the organization to provide accountability and transparency, to communicate information that affects the day-to-day operations of the organization including how services are delivered, and to share information from the e-community that concerns employees, clients and caregivers and the community.



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What does being inclusive in the workplace really mean to people? Some might say it is simply about feeling respected and comfortable in your own skin, no matter what your race, where you originally come from or how long you've been here. Others might describe inclusion as being able to bring your whole self to work so you can do your best, instead of having to hide who you are.



Traverse Independence is committed to being an integral part of the communities we serve. We are responsible for acting professionally at all times in a client-centred manner, upholding the dignity and honour of our clients, and practising in accordance with ethical principles. We have adopted the Community Ethics Network framework and toolkit to facilitate the ethical decisions that need to be made by all members of the organization on a daily basis. This framework is an integral part of the structure we are building to provide quality care to our clients while at the same time doing right by staff, family and other stakeholders.



# Committees

## that make a difference

### Joint Health, Safety and Wellness Committee (JOHSC)

This year the JOHSC has worked on many fronts including but not limited to: training, policy review and creation as well as staff engagement.



The Ontario Safety Group came by in January 2018 to complete an afternoon training session on workplace inspections. The objectives of this

training were to give employees a better understanding of legislations pertaining to workplace inspections, how to plan and prepare for an effective inspection, identify hazardous conditions within the workplace, report and recommend controls for identified hazards and evaluate the effectiveness of completed recommendations. Employees had very good feedback about the training; it was a huge success. In 2018 we are hoping to complete another training session for all JOHSC reps, and send four reps to the Health and Safety Certification training.

The committee continues to put out monthly hot topics and wellness topics for all staff to review. These topics are created by the reps and they contain lots of information and education for all staff.

The committee has also worked on disaster training scenarios and engagement ideas for all Traverse Independence sites.

### Social and Recognition Committee



The Employee Social and Recognition Committee worked hard to prepare for the annual spring gala and employee recognition event, which was scheduled for Saturday April 14, 2018. Mother

Nature had other ideas in store on this particular day and the severe weather forced us to postpone. The Committee was able to secure Golf's Steakhouse for Friday May 11, 2018 and the gala was moved to this day without a hitch! The Committee works diligently to ensure that all staff members are aware of how much they are appreciated for the work they do every day!



# Committees that make a difference

They also organize the annual kids' christmas party and decided to change things up a bit for the 2017 event, holding a PJ party with Santa instead of the regular breakfast event. It was quite a hit and even Santa himself stated that he had a great time.

The Committee has sent out a survey to be completed at the June team meetings so they can ensure that future events meet the needs and interests of our staff.

### Employee Advisory Committee



The Employee Advisory Committee has been working to ensure that we meet the accreditation standards for risk management, ethics and quality improvements

within our organization. The Committee's role is to make sure that Traverse's mission, vision and values flow down through our day to day practices. We want to ensure that Traverse is providing the best quality of service to clients and staff. An employee satisfaction

survey was sent to all employees. The Committee trended the results and will be working on the top four trends. The Committee has reviewed the Quality Plan, score card and the accreditation standards as they relate to the Quality Plan.

### Client Safety Committee



The Client Safety Committee worked hard to set achievable and measurable goals for the Client Safety Plan. They have now moved on to policy and procedure updates for client safety related policies. The Committee is enthusiastic and committed to improving client safety in all facets.



## Years of Service Milestones

21 employees were celebrated for reaching a milestone with Traverse Independence at the spring gala. The board and senior management expressed their thanks for their continued loyalty and the services they provide to our clients, and they presented each of them with a special gift.

### **25 Years of Service**

Lillian Lynch

### **20 Years of Service**

Jim Izzard

### **15 Years of Service**

Patricia Brown, Sandy Burtch, Toby Harris, Kate Glowczyk, Sandy Shaver and Dionne Stroeder

### **10 Years of Service**

Sarah Desmarais, Jennifer Du, Ashley Kosmowsky, Stephen Soo and Liane Vesely

### **5 Years of Service**

Nicole Bunning, Moira Coffey, Erin Leis, Christina Panopoulos, Batoul Taghizadeh-Refahi, Annie Tomlinson, Laura Walser and Naomi Wilson

It was a very special day for Patricia Brown, who celebrated her retirement after 15 years as a personal support worker with Traverse Independence. We wish her health and happiness in her future life.



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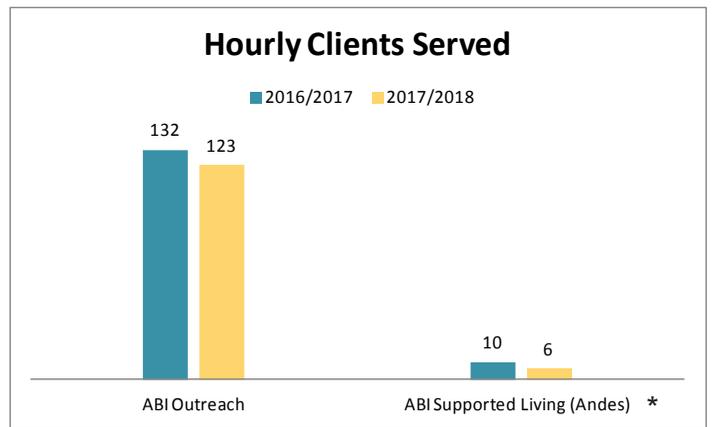
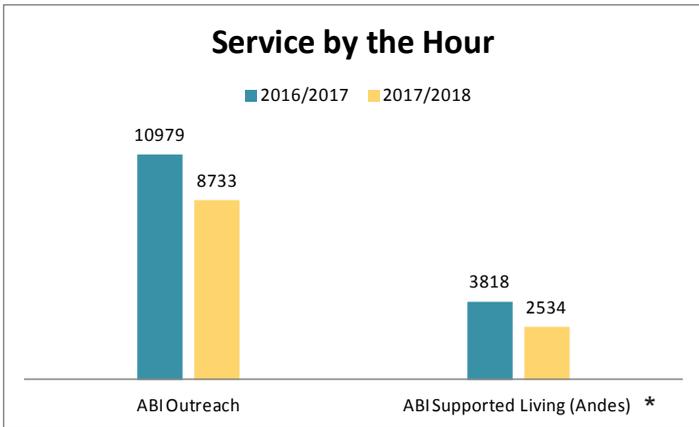
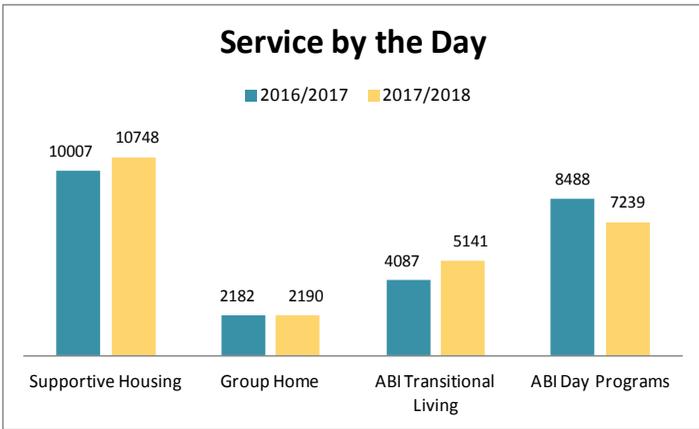
STATEMENT OF OPERATION	2018	2017
<b>Operations Eligible for Provincial Subsidy</b>		
Program Revenues	5,804,974	5,777,659
Program Expenses	5,804,974	5,777,659
Excess (Deficit)	0	0
<b>Other Operations (Including Fee for Service) *</b>		
Other Revenues	457,393	729,944
Other Expenses	402,367	689,429
Excess (Deficit)	55,026	42,515
<b>Excess (Deficit) of Revenues over Expenses</b>		
Operating Fund	55,026	42,515
Capital Fund	-45,677	-49,884
Transportation Fund	0	-366
<b>Excess of Revenues over Expenses (All Funds)</b>	<b>9,349</b>	<b>-7,735</b>

STATEMENT OF FINANCIAL POSITION	2018	2017
<b>Assets</b>		
Current Assets	500,720	371,204
Property and Equipment	1,136,048	1,155,880
Mortgage Receivable	176,445	172,395
Total Assets	1,813,213	1,699,479
<b>Liabilities</b>		
Current Liabilities	550,853	426,318
Mortgage Payable	112,504	132,654
Total Liabilities	663,357	558,972
<b>Net Assets</b>		
Unrestricted Assets	146,462	137,431
Invested in Capital Assets	1,003,394	1,003,076
Net Assets	1,149,856	1,140,507
<b>Total Net Assets and Liabilities</b>	<b>1,813,213</b>	<b>1,699,479</b>

Note: The figures are taken from the Audited Financial Statements for the business year April 1 through March 31.



CLIENT SERVICES



\* Note: Andes ABI Supported Living was discontinued on December 31st, 2017. This is also reflected in the fee for service revenue and expenses reported in the Statement of Operation on page 10.



## Board of Directors

- Stephen Spracklin, President
- Brian Clarke, Vice-President
- Danielle Critch, Secretary-Treasurer
- Directors: Brandee Faulds, Mahmud Hassain, Chris Kosumovic, Melanie Lévesque, Deb Randall and Jennifer Breaton

## Management Team

- Toby Harris, CEO
- Andrea Vlasata, Director of Finance
- Jim Izzard, Manager Supportive Housing Union Lane and Transitional Living Fergusson Place
- Jessica Bates, Manager Supportive Housing Strasburg Road and ABI Independent Living
- Karen Liphard, Manager Group Home and ABI Day Programs
- Aaron Willmott, Manager Transitional Living Stanley Avenue and ABI Outreach

## TRAVERSE INDEPENDENCE

1-1382 Weber Street East

Kitchener, ON N2A 1C4

tel: (519) 741-5845 - email: [info@travind.ca](mailto:info@travind.ca)

[www.traverseindependence.ca](http://www.traverseindependence.ca)

