

ANNUAL REPORT

2020-2021



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About Us



OUR VISION

To provide evidence-based individualized behaviour therapy service to support children, youth and adults with intellectual disabilities and autism spectrum disorder.

OUR MISSION

All individuals will have the opportunity to reach their unique potential.

WHAT WE DO

Here at Lake Ridge Community Support Services, we use evidence-based, individualized behaviour therapy (ABA) services to help children, youth and adults with autism spectrum disorder and/or intellectual disabilities maximize their potential in the community.



Director's Message

This has been a year like no other. Our Lake Ridge Community Support Services staff and Board of Directors remained forward-focused and creative through a year of unknowns due to the COVID-19 pandemic. The 2020-2021 year began with a provincial lockdown. Thankfully, due to a robust and well-established information technology infrastructure, we were able to pivot quickly to virtual service for many clients. Although not the ideal option for every service type, it allowed our staff to stay connected with our clients and families and continue to provide our service. By early July, Lake Ridge was able to start the gradual reopening process and start returning clients to inperson services. Guidelines and procedures were developed to create a safe environment for staff, clients and families. The ministry provided essential personal protective equipment on an ongoing basis to assist us with following our protocols. In-person services were only provided at a Lake Ridge location through the summer and fall. In the fall and winter, the number of COVID-19 cases in Ontario was up and down and we continued to be in and out of lockdown. The staff, clients and families were all patient, understanding and supportive as we attempted to navigate the situation from day to day. The sector as a whole was very supportive of each other and the community, continuously communicating, advocating and supporting each other. We all had to pivot and reprioritize many times throughout the year.

Over the 2020-2021 year, we were able to shift and pivot our ministry-funded programs to continue providing service either virtually or in person. We also continued to build and develop our fee based services for children and youth. Although COVID-19 prevented us from fully developing our fee based program, we were able to shift our services to allow for both in-person and virtual service. We are continually reviewing our service options and looking for new and creative ways to offer service. We are developing new program ideas and training options in response to the feedback and input provided by our clients, families, community and staff.

The Ontario Autism Program (OAP) continued to evolve throughout the year. More families were able to access their interim one-time funding or childhood budget through the ministry to purchase the service they needed. In August, Foundational Family Services were introduced provincially, to allow families to access free training and short-term consultation. Since the launch, Foundational Family Services has continued to grow and evolve based on client and caregiver feedback. In early 2021, further OAP developments were occurring and will continue to be released throughout the upcoming year.

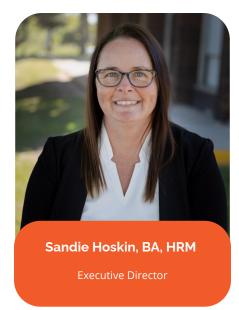
As we move forward, we look ahead to continued growth and development as an Agency. Some strategic goals for the upcoming year include capitalizing on our strengths and capabilities to increase our capacity and ensure that we continue to be a high-performing, individualized and ethical organization. Lake Ridge will continue to focus on program development and increased capacity while maintaining the highest standards of service delivery and operational quality. Client and community engagement and feedback will help inform and direct our Agency's growth.

While the challenges of the pandemic are not entirely behind us and other challenges will undoubtedly arise, the achievements of 2020-21 point to Lake Ridge's ability to remain steadfast, committed to supporting clients of all ages and their caregivers. This takes the collective effort of many. Thank you to our Board of Directors, funders, supporters, staff, clients and their families. We look forward to the future of continued



Sandie Hoskin, **Executive Director**

Leadership



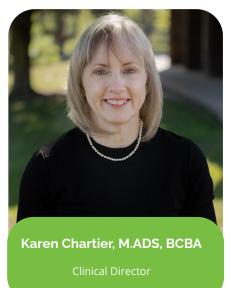
Sandie has devoted her professional life to serving children, youth and adults with autism spectrum disorder and intellectual disabilities. Sandie has been serving this community since 1989 when she first volunteered with the Down Syndrome Society. She spent 7 years working in Applied Behaviour Analysis in the private sector before starting at Lake Ridge Community Support Services in 2005. Sandie has a bachelor's degree in Social Science and a post-graduate diploma in Human Resources. She started at Lake Ridge Community Support Services as a Behaviour Technician, quickly advancing and finally assuming the role of Executive Director in 2014. Sandie's goal is to provide meaningful outcomes for our families through individualized service.



Renee Ruddock, M.ADS, BCBA

Clinical Director

Renee is a leader, clinician, and Board Certified Behaviour Analyst. She completed a Psychology Degree from Queen's University, then attended Saint Lawrence College to complete her post graduate training in Behaviour Science Technology. It was there that Renee developed a passion for Applied Behaviour Analysis (ABA), more specifically, Intensive Behaviour Intervention for children with autism. Renee pursued a career in the field completing a Master of Applied Disabilities Studies and a Board Certified Behaviour Analyst certification. Renee loves the field and the impact ABA has on all the families who enter through our doors. As part of the family here at Lake Ridge Community Support Services since 2005, Renee is proud of the organization's ability to adapt and thrive in the ever-changing behavioural services landscape in Durham Region. Renee feels the success at Lake Ridge Community Support Services is a result of ordinary people doing a little extra which results in extraordinary outcomes for their clients and families.



Karen has been an integral clinician and manager at Lake Ridge Community Support Services since 1995. She joined the leadership team as a Board Certified Behaviour Analyst after providing comprehensive community supports as a Behaviour Consultant in the adult developmental service sector for years. Karen holds a master's degree in Applied Disabilities Studies from Brock University and a Board Certified Behaviour Analyst certification. Karen is passionate about leading our ABA behaviour therapy teams to promote quality of life, social inclusion and integration, and meaningful change for the children, youth and adults who receive our services.



Funded & Fee Based Programs



Clinical Director, Karen Chartier

Our commitment to quality individualized services in our funded and fee based programs was our main motivation when faced with the impact of the COVID-19 pandemic. Our sudden inability to provide in-person services required our dedicated team of clinicians to quickly transform our service delivery model into a telehealth model to ensure our clients had minimal interruptions in their treatment plans to reach their goals. This was done through learning from best practices in telehealth and through input from our clients. We were able to work collaboratively with our Durham District School Board (DDSB) partners to pivot our treatment classrooms to a telehealth platform to ensure that students had minimal interruptions in their learning objectives.

In order to resume in-person services safely, our team developed high standard health and safety protocols to ensure the safety of staff and clients in the provision of in-person services. Telehealth continued to be a service option for our clients once in-person services resumed. The feedback we have received regarding telehealth indicates that it is a preferred mode of service for some of our clients. Therefore we will continue to offer telehealth as an optional preferred modality post COVID-19 pandemic.

Fee Based Service

Our fee based service teams continue to experience success and renewals. With such success, we were able to create another team that will be at capacity by mid-summer 2021. The fee based service team has been able to streamline our service navigation process, creating ease and efficiency for families and clients, while our clinical team has created policies and parameters to ensure a high quality of service to all families.

Our fee based service, like our funded service, was offered in-person and virtually based on individual needs. We continued to offer a variety of service delivery options from intensive, to focused, to consultative depending on individualized need and recommendations. We continued to update our social skills groups and developed new groups, such as Puberty for Girls. Lastly, we were able to successfully offer our specialized programs for toileting and eating selectivity to those families who requested this service. Going into 2021-22 we will continue to develop and evolve our specialized services.



Funded Program Statistics

Children, Youth and Adult Funded Program Statistics

61
New adult referrals for services

209
Adult clients served

61 QAM Clients

7 Adult Education Groups

Current wait time for adults services 1.5 years New child referrals for services

61Children & Youth with ID/ASD served

Current wait time for children & youth service 395 days 141 Total number of children, youth and adults waiting for service







Clinical Director, Renee Ruddock

OAP-Intensive

The intensive portion of the OAP continues to be funded by the Ministry of Children, Community and Social Services (MCCSS). We offer this service in partnership with Kinark Child and Family Services throughout Durham Region for children up to the age of 18. The intensive portion of OAP, commonly referred to as OAP-I, is a highly structured program based on the principles of Applied Behaviour Analysis (ABA). This program operates Monday through Friday and is a comprehensive approach used to decrease behaviour challenges and teach skills such as emotional regulation, communication, socialization, self-help, pre-academics and play.

Through 2020-2021, our OAP-I program has not seen many changes. Our families are currently waiting for the Ministry's rollout of the new needs-based OAP. We are confident that we will be able to assist our current clients' transition into the new service model once it is available. We have maintained our partnership with Kinark and serviced 44 children in our OAP-Intensive and Focused Program. However, our clients and families have experienced far more over the past year. The pandemic has served as a life teacher and has resulted in face-to-face service being suspended 3 times throughout the year. But in true Lake Ridge fashion, we were able to pivot and

continue to strive to meet our vision of helping as many clients as possible. We were committed to this through the use of telehealth services and creative mediator training if the client and family chose to participate. It remained possible to reach full potential, regardless of the ever-changing landscape of health and safety measures and new modalities of service. In some circumstances, it was not possible for all of our clients and families to thrive in this new service model, but we are thrilled to report that many were quite successful. We are so proud of our staff and families who created and capitalized on all teachable moments they could find while navigating the COVID-19 pandemic. It is important to note that when service was available in person, goals were accomplished and milestones were met. This includes examples such as the introduction of new foods to a diet or toileting success for more independence at home and at school.

In addition to client success, we have also had staff success with the development of our own in-house Lake Ridge Behaviour Technician Training for all new staff who join our Agency. This included guidelines and parameters for telehealth client services and parent training.



| Revenue | |
|---------------------------------|----------------|
| MCCSS | \$1,633,237.00 |
| Fee Based Service | \$397,014.00 |
| CEAP (OAP-I) | \$3,915,164.00 |
| ABA (OAP) | \$500,000.00 |
| Purchased Services/Partnerships | \$739,502.00 |
| Fundraising/Donations | \$7,216.00 |
| Grants | \$100,619.00 |
| Total | \$7,292,752.00 |
| Expenses | |

| Expenses | |
|-----------------------|----------------|
| Salaries and Benefits | \$6,400,112.60 |
| Travel | \$29,122.00 |
| Purchased Services | \$11,695.00 |
| Supplies | \$220,812.40 |
| Phone | \$51,009.00 |
| Rent/Utilities | \$245,007.00 |
| Broker | \$63,792.00 |
| Durham Training | \$40,000.00 |
| Admin | \$220,492.00 |
| Total | \$7,282,042.00 |

Balance \$10,710.00

Training & Research

Staff Training

Training and development are important values at Lake Ridge. We value and focus on training and development of our staff to help them grow and continually improve our service. We continuously engage with research to foster growth and learning as an integral part of our service. We also value and focus on sharing our knowledge with the community. We are all stronger together.

This year we presented 2,249 hours of training to our staff on topics including:

- · Graphing in Google Sheets
- Feeding
- VB-Mapp
- Peak
- Autism Spectrum Disorder and Mental Health
- Picture Exchange Communication System (PECS)
- Telehealth Ethics and Etiquette
- Personal Protective Equipment (PPE)
- Acceptance and Commitment Therapy

2,249 Hours

of internal staff training

307Training Events

Our staff attended 307 training events totalling 1,865 hours of professional development on topics including:

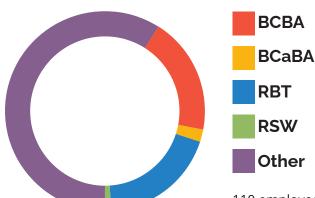
- Functional Communication Training
- Legal and Professional training for Telehealth
- Communication
- Ethics
- Acceptance and Commitment Therapy
- Understanding Burnout
- · Leading with Resilience
- LGBTQ2+
- Management Training
- Privacy

BCBA Certifications

Our remarkable staff continued working towards their accomplishments and receiving their certifications through the Behavior Analyst Certification Board (BACB). We had 9 staff become a Registered Behaviour Technician, 1 staff become a Board Certified Assistant Behaviour Analyst and 5 staff become a Board Certified Behaviour Analyst.



Staff Breakdown



110 employees | 25 BACB | 2 BCaBA | 25 RBT | 1 RSW Congratulations to all of the clinicians who received

certifications this past year.

Board Certified Behaviour Analyst (BCBA)

- 1. Aarani Balasubramaniam
- 2. Davidy Maidany
- 3. Bronwyn Meech
- 4. Nicole Todes
- 5. Sonja Zdjelaric

Board Certified Assistant Behaviour Analyst (BCaBA)

1. Employee chose not to be named.

Registered Behaviour Technicians (RBT)

- 1. Jamie Carpenter
- 2. Adrian Dizon
- 3. Jennifer Guida
- 4. Grace Hoskin
- 5. Maria Libunao
- 6. Tarra McPhail
- 7. Christina Sanford
- 8. Taylor Saunders
- 9. Taylor Sellenkowitsch

Approved Continuing Education (ACE)

Lake Ridge Community Support Services is an Authorized Continuing Education (ACE) provider with Behaviour Analysis Certification Board. Through this program, Lake Ridge is able to host a wide array of continuing education (CE) events for Behavior Analyst Certification Board® (BACB®) certificants. During the 2020-21 fiscal year, Lake Ridge quickly moved to virtual ACE events in March 2020 during the provincial shutdown and throughout the pandemic. We successfully hosted 9 CE events and included a number of topics such as supervision and leadership, telehealth ethics and treatment integrity. With an overall total of 132 participants in attendance for these 9 events combined, we were able to issue 320 Learning CE units (CEU) throughout the year.

Stone Soup ABA Conference 2020





The pandemic provided us with an opportunity to think differently about how we engage in research and education. We were able to transform our Annual Stone Soup Conference to a virtual platform which was held on October 13, 2020. Dr. Judah Axe, Ph.D., BCBA-D, LABA was our keynote speaker who provided an engaging day on Antecedent Interventions for Challenging Behaviour.

139 Attendees



Parent, Caregiver & Community Training

748
INDIVIDUALS ATTENDED
LRCSS PRESENTATIONS

2,333Workshop Video Views

251

Facebook Group Members

179

Foundational Family Service
Portal Enrollments

Workshops

FOUNDATIONAL Family Services

The shift to virtual and the move to Foundational Family Services meant taking our traditional in-person workshops and shifting them online. In fiscal 2020 we ran 11 free live streaming workshops for parents and caregivers on Facebook Live. We transitioned that content to a complete Parent and Caregiver education portal at Ircss.thinkific.com in the third quarter.



Training and workshop topics that were provided to clients and the community included:

Applied Behaviour Analysis

Toileting

Reinforcement

Anger Management

Back to School in COVID

Acceptance and Commitment Therapy

Social Skills

Transition to Adulthood

Mental Health

Challenging Behaviour and Skill Building

Anxiety Toolbox



Research & Grants

We value the importance of participating in clinical research that contributes to the evidence of evidence-based treatments. Some research highlights from this past year include:

The publication of an article: <u>Impact of Legislated Quality Assurance Measures for Interventions</u> <u>for Adults with Intellectual Disabilities and Challenging Behavior in Journal on Developmental Disabilities.</u>

Research began for the Ontario Trillium Fund Grant called Facing Your Fears. This is a free cognitive behaviour therapy group for children with ASD.

Lake Ridge is partnering with York University on a Proof of Concept Community Evaluation Grant to facilitate an evaluation for <u>The Secret Agent Society© (SAS)</u> group. This is a cognitive behavioural intervention designed to improve social skills and emotional regulation in children with autism. This grant is a multiphase project over three years.

We are grateful for the grant awarded to us by the Town of Whitby Mayor's Community Development Fund Grant. With this grant, we were able to offer <u>The Secret Agent Society©</u> (<u>SAS</u>) at a reduced cost for families with children between the ages of 8 to 12 yrs old with autism spectrum disorder. Secret Agent Society© is an evidence-based, multimedia program that helps children to improve their social and emotional resilience.

Paradigm Transportation Solutions Limited has been supporting Lake Ridge Community Support Services for 3 consecutive years, donating a total of \$9,000 towards the Secret Agent Society (SAS) including a \$5,000 donation in 2020-21. SAS is a breakthrough social skills approach for 8 to 12-year-old children, with a range of different social and emotional challenges. With this donation, we have helped put 11 children through this group. We are thankful for their generosity.

"The treatment program funded by a Grow grant from the Ontario Trillium Foundation will make a significant difference for children and their families," — Lorne Coe, MPP for Whitby. on the Facing your Fears program.

Agency Highlights



Jim Reaume award - Nicole Barr

In December 2013, the Jim Reaume award was introduced at Lake Ridge Community Support Services. This award recognizes an employee who meets one or all of the below requirements:

- The Candidate is committed to providing quality service, and this is recognized in their day to day interactions with their clients
- The Candidate purposefully seeks out opportunities for furthering their knowledge in the field of ABA
- The Candidate facilitates or participates in evaluation research

The recipient for the 2020 James Reaume Award was Nicole Barr. Over the past year, with the COVID pandemic, Nicole rose to the occasion and took the opportunity to fine tune her skill set and broaden her learning through telehealth. She demonstrated creativity and passion and encouraged positivity among staff through leading by example. She helped influence others to recognize growth opportunities in situations that may have been seen as 'roadblocks'. Nicole is very detail oriented and organized. She doesn't shy away from challenges and is a great role model for others to develop their confidence and skills. Nicole regularly accesses and utilizes research as reference for treatment and implementation, as well as teaching and sharing for staff. Over the past year, Nicole took on the role of a leader for various new endeavors at Lake Ridge which included being a lead for telehealth training, participating in the Secret Agent Society group and Social Skills groups, all while maintaining a team and clients. Lastly, Nicole is described by her co-workers as "truly a great behaviour analyst, supervisor and role model".



Culture and Spirit Award 2020 - Aarani Balasubramaniam

The Culture and Spirit Award was created in 2018 to recognize staff who embody and consistently demonstrate the culture and spirit of Lake Ridge Community Support Services. Some of the criteria for this award include:

- Reminds others of their strengths; is supportive and helpful to others
- · Creates, promotes and participates in activities that foster the Lake Ridge culture
- Performs above and beyond normal expectations to benefit the community at Lake Ridge

The 2020 recipient for the Culture and Spirit award was Aarani Balasubramaniam. Aarani was recognized for her very positive attitude. Despite the challenges of 2020, she always had a smile and was a positive role model for others. She is very passionate about the work she does, and about promoting and sharing values at Lake Ridge with others; this is evident in the quality of her work and in the knowledge she shares with fellow staff members, clients, and families. Aarani not only points out staff strengths, winning moments and triumphs, but she does it with an inspiring dance and celebration to make you want to keep going. She takes the time to check in on her team members - not only related to work but also personally and truly cares for everyone's well-being. She is a light at Lake Ridge and seeing her smiling face instantly brightens your day.



Congratulations Aarani!

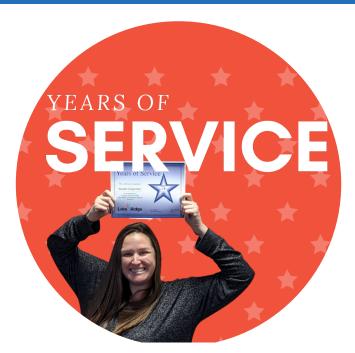
SHOUT OUT AWARDS 2020-21

The Shout Out Award is a monthly award for employee recognition. The award is a chance for co-workers to nominate and recognize each other for something great and/or notable they have done within the month. It could be just about who the person is and why they are great, could be something they have done that should get recognition, could be for something they have achieved, years of service with the agency or any other reason that person deserves a 'shout out'.

SHOUT AWARDS

Click here to see 2022-21 award recipients.

Length of Service Awards



Starting in 2013, each year Lake Ridge Community Support Services recognizes staff who have reached a significant milestone in their years of service with the Agency. LRCSS truly values all of its staff and is very proud to have such dedicated employees with high levels of experience and knowledge. The following staff were acknowledged this year for their years of service:





Sarah Arnold Janice Capes Ginny Carriere Sandie Hoskin Renée Ruddock Davida Trotta Scott Wildman



Katherine Danaher Ashley Brandauer Alyssa Stam



Aarani Balasubramaniam
Simone Bégin
Jamie Carpenter
Nicole Hinan
David Johns
Trisha Johns
Bronwyn Meech





FUNDRAISING COMMITTEE

We are so excited to announce our new <u>ABA for All</u> Campaign. We are building a scholarship fund to assist those families in our community who require additional financial support. Our fundraising goal in 2021 is to raise \$50,000.

This funding will allow a child/children with autism in Durham Region to participate in individualized needs-based behaviour therapy programming when they otherwise could not access the full support they require due to insufficient funding.



SOCIAL COMMITTEE

The social committee had a remarkable year with two events that were uplifting and enjoyable. Our virtual holiday staff appreciation event included an incredible performance filled with creativity and talent from musician Peter Katz. Not only was it entertaining, but he reminded us through song and storytelling that connection, living every day with purpose and gratitude helps us reach our fullest potential. In addition to our winter festivities, the social committee was also able to connect our staff through healthy virtual competition, reminiscent of past summer events. Our Summer Blitz included a family-oriented scavenger hunt, going for the gold with the Olympic-style games and minute-to-win-it challenges. We thank each of the social committee members for helping us find joy, especially during a time when it was sometimes the harder choice and needed most. Members include Leslie Bosman, Jenn Kendry, Valerie Longauer, Tarra McPhail and Renee Ruddock.

Operations

Privacy Policy

This year one of the Agency's main priorities was to continue to earn and build trust with our clients and families, while navigating the challenges of adapting to virtual platforms for service delivery. We did this by reviewing, updating and enhancing our current privacy practices.

The Privacy Officer here at Lake Ridge developed and sent out a survey to all employees in order to evaluate their current knowledge and understanding of Agency privacy practices and policies. Based on the survey feedback below are some actions Lake Ridge took over the past year:

- Agency-wide privacy training;
- Agency safeguards were updated by adding a privacy acknowledgement into our electronic database that requires agreement from all employees each time they log in;
- With the assistance of Human Resources, a privacy breach protocol was developed and implemented;
- Consent forms were updated to incorporate the use of telehealth platforms for the delivery of service, as well as making all forms into fillable documents to obtain consents electronically.

Our Privacy Officer is a part of a community of health sector Privacy Officers, which allows Lake Ridge to stay updated on advancements of the current legislation. This helps to guide and inform our decisions around confidentiality and privacy of personal information not only for our current and past clients but also for our employees.

We look forward to building on the quality service we provide by ensuring that our clients and employees trust that their privacy is respected and upheld with the utmost importance.



Cyber Security

At Lake Ridge Community Support Services, data security and privacy is a top priority. We have taken a number of measures to protect the sensitive data of our clients and the Agency. We use a diversified platform of secured on-premises hardware and modern cloud services to help mitigate the risk of catastrophic failure due to malicious external actors. This is reinforced by a robust and well-established disaster recovery plan that ensures that we always have an encrypted data backup available in multiple levels (including weekly offline backups) to be prepared for any issues that may arise.

With this plan in place, a great deal of emphasis is also placed on the use of unique complex passwords, 2-Step Verification when possible, and cybersecurity training covering issues like phishing and ransomware risk factor awareness. This is supported by sophisticated endpoint protection on Windows laptops and servers, an increasing use of modern technologies such as Chrome OS, and on-premises firewall devices that use artificial intelligence to analyze network traffic at the packet level. This provides incredible visibility into possible risk factors and the ability to stop detected malicious actions instantly.

Although we have all of these precautions in place, we are aware that no system should ever be considered completely secure. We highly encourage vigilance, awareness, and cooperation throughout our userbase to help battle this constant threat.



Brokerage



Lake Ridge Community Support Services (LRCSS) continued to broker funds for the DSB services which are operated through Sunrise Youth Group (SYG).

SYG had to temporarily close their in-house programming in March of 2020. The day program transitioned to online programming and started to offer two virtual programs per day. The virtual programs were very successful and offered a variety of programs including fitness, life skills, literacy, cooking, education activities and games. During this time the Sunrise community was able to participate in daily programs which created routine, stimulation and eased many anxieties.

The day program was able to re-open in October 2020 at half capacity due to COVID-19 safety measures. The day program accommodated 8 people per day on a biweekly basis. When the day program reopened, it continued to offer two daily virtual programs for those members who could not attend in person. Throughout the balance of the year, there continued to be closures and programming was able to successfully transition accordingly.

SYG continues to have **26** members (5 full-time, 21 part-time). Due to COVID-19 restrictions, SYG was only able to accept **1** new member for in-person programming. The recreation program was able to accept **10** new members and the virtual day program was able to accept **3** new members.

SYG continued to see an increase in interest from new members and currently has 36 individuals on a waiting list. This is an increase from previous years due to other day programs in the region closing. The day program fosters friendships, promotes independence, encourages acceptance and promotes integration within the community. The staff ensure that programming has auditory, visual and kinesthetic components available for all participants while providing creative, innovative and modified programming developed to meet the varying needs of the members. Current and long-term members benefit from continuing life skills programming as well as social inclusion in friendships and involvement in the community. The staff have been able to seamlessly adapt programming to meet in-house and virtual criteria. The total cost to run the program is \$238,026.65. The ministry funds \$63,972.67 of that amount and the balance is paid through member fees.

DURHAM STAFF TRAINING COMMITTEE

LRCSS also brokers the Durham Staff Training Committee fund. This fund enables developmental service agencies to plan and access additional training throughout the year. Due to the pandemic, the training committee was able to quickly adapt and organize many virtual training events to support learning and development for all staff across the sector. Over the past fiscal year, 330 Durham Region staff received training through the fund.

Partnerships and Collaboration







































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