

2015

2016

YEAR IN REVIEW

DEVELOPMENTAL DISABILITIES ASSOCIATION
ANNUAL REPORT





Developmental Disabilities Association



The Developmental Disabilities Association is a community living agency that provides over 50 community-based programs and services to children and adults with developmental disabilities and their families in Vancouver and Richmond. We create extended networks of support, invest in individual needs, and strive for an inclusive and safe community. Our mission is to enable people with developmental disabilities to achieve their full potential.



lifetime



for individuals, advocates and their families

infant development program (IDP) 18

IDP is a family-centered, home based program that serves children from birth to three years of age who are considered at risk for developmental delay, are already experiencing a delay or have a diagnosis.

child development centres (CDC) 22

Our CDC's offer quality inclusive childcare programs for both typical and special needs children. We support children and their families to develop understanding, acceptance and respect.

community services 26

We operate DDA's Community Apartment Program, 4 Day Programs, & Drop-In Services, as well as Respite Services to children and adults.

fostering early development (FED) 21

Our mission is to ensure that all children, from birth to 6 years, in foster care settings have access to opportunities and environments that promote optimal physical, cognitive, social, emotional and spiritual development.

leisure challenge

This program offers quality after-school recreational opportunities and life skills programs for youth ages 13-19 years.

jobs west 28

Jobs West is the supported employment division of DDA.

starworks 29

Starworks is a social enterprise created to hire people with a developmental disability.



infant development

The best start is an early start! Infant Development started at DDA in 1972 and we have been maximizing infant and family development ever since!



children & youth

Our goal is maximized development throughout childhood so we offer inclusive pre-school and childcare in enriched environments that benefit all children.



vocational & community services

Our vocational services provide a continuum of support to help individuals learn the necessary skills and abilities to ultimately find and maintain employment and be fully included in the community.



residential services

30

We have 21 residences in Vancouver and Richmond that are designed according to individual needs. DDA also accommodates the needs of seniors by ensuring structural and environmental adaptations are incorporated into their homes.

community apartment & semi-independent services

For those individuals who are more independent, we offer residential services at varying levels of support.

family support

34

Family support provides information and guidance to all families of special needs children from infants to adults. We host a number of support groups for different ethnicities so that families can share struggles, triumphs, and experiences with others of similar background and language.

home share

In our home share program, we match adults who are interested in living with a supportive family with suitable caregivers.

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residential services

Residential Services support adults with a developmental disability as well as their families. All of our programs strive to maximize developmental potential, social inclusion and community participation.



family support services

Families sometimes need support navigating the many challenges experienced while seeking support for their children. We are here to help!

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board
members

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Bill Adams, Officer and Director
Alanna Hendren, Officer



message

from the president

DDA is an organization grounded in the principle of service to its clients and respect for its staff. It employs more than 400 people in full and part time positions serving about 1600 clients in its various programs

As President of DDA and Chair of the Board, I have the pleasure of introducing this report on DDA's performance and priorities over the last year and to indicate the direction we will be taking in the year ahead. In doing so, I want to convey some appreciation of the complexities which form a day in the life of this multi-faceted organization.

DDA is not a typical 9 to 5 business. We are open for business every day of the year. Workers in group homes are an example of this round the clock service delivery. Clients in group homes do not limit their service needs to weekends. Computer systems do not limit breakdowns to mid-day. These are examples of the managerial challenges that arise almost daily and, because of our large number of facilities, the challenges become more acute as our resources are spread somewhat thinly.

Every organization, in order to excel, requires strong leadership and our Executive Director, Alanna Hendren, provides this. She has built an organization at the senior level which has functioned effectively in both good and challenging times. She is recognized



internationally as a leader in her field and she encourages her team to establish aggressive goals and to work together collaboratively to achieve them.

DDA has many partners: Sometimes these partnerships work well and other times less well. This is almost inevitable where so many interests including survival of the business are at work. The year past has seen a strengthening in the relationship between DDA and the government, but this is not to say that there are no differences. Often these differences revolve around areas of funding. For example, we at DDA are committed to wage equity for our staff; whereas, government is enforcing a wage constraint model. This model affects staff retention. Where differences like this exist, we have a reputation for advocacy.

We are a values-based organization. We look to our managers to reflect our commitment to equity, fairness and excellence for all staff and clients. To this end, the organization provides on-going training opportunities in many fields: technology, customer service, cultural sensitivity and job related skills. In all of this, we are conscious of the intent to provide the very best in client care. We always remember that assisting our clients means helping them reach their full potential. Information about our various programs and their specific priorities will be detailed in the pages following.

Our Board of Directors provide guidance and support to the Association. Some of our directors are clients; some are parents of clients; and some are volunteers. None of our directors receives compensation. They volunteer their time and their expertise because of their commitment to DDA and the benefits it provides.

Involvement with DDA can be a very rewarding experience. If you are not yet a member of the association, I encourage you to join. This organization has withstood the test of time and contributed greatly to society.

JOHN NEILSON

DDA 2015 – 2016

Since the creation of Community Living B.C (CLBC) and the popularity of models like home-share, the focus of services in B.C. has migrated from development to care. In the past, the goal of services was to support people to be as independent as possible. Today the focus has shifted to money, with families, agencies, related businesses and individuals themselves lobbying and struggling for the maximum amount of funding they can receive for themselves, their business, their agency or their family. This focus on money has detracted from our focus on developing potential to one of caregiving or having someone else take care of the person – increasing the individuals' dependence on others. Caregiving is extremely important for people who are ill, aging or losing function but for young adults, skill acquisition is of primary importance because without skills, these adults cannot live in the least restrictive environment possible.

This change in focus has impacted our ability to recruit. The Sustainability and Innovation group established by government discovered that there is a dearth of trained staff in social services today and turnover is very high. Research by the Community Social Services Employees Association (CSSEA)

demonstrated that we have a particularly huge problem recruiting and retaining young employees. In spite of our efforts at DDA, including our staff appreciation events and the training opportunities we offer, an analysis of our turnover statistics indicates that our annual turnover is only slightly better than other agencies – between 9% and 19% depending on department. As with the rest of the sector, turnover is particularly high in residential services. Metro Vancouver's living wage is \$20.68 per hour and DDA's starting wage is \$18.06. Unfortunately there are no signs on the horizon that indicate the unions or government are interested in significantly higher wages for our staff. CLBC's reliance on home share is due to the lower rates that are paid to these sub-contractors, but even home share providers are difficult to recruit if there are expectations beyond caregiving because their reimbursement is also low.

Since the wages we pay are the lowest in the public sector, we have had increasing difficulties hiring staff with the training necessary to realize our mission – "We enable people with developmental disabilities to achieve their full potential". These wages may be high enough for caregiving but DDA staff are

YEAR IN REVIEW

EXECUTIVE DIRECTOR — ALANNA HENDREN



expected to help people with developmental disabilities, often with behavioral challenges, to reach their annual goals, thereby increasing their independence. Since we cannot negotiate our own collective agreements, there is nothing we can do to increase rewards to our employees past our current practices.

We continue to operate a developmental model with skill acquisition as its foundation. Regardless of funding model, philosophical beliefs or ideological framework, parents of children with disabilities generally want them to learn, grow and develop so they can live happy, fulfilled lives in the community that look similar to those of their non-disabled peers. We see these children first in the Infant Development Program – IDP – then in our inclusive child care settings, but after the early years, children attend their neighborhood schools that are also struggling with budget cuts. Once teens graduate from high school, more learning is necessary to survive in adulthood. All teens need the skills necessary to succeed in community and life. They need to learn how to take care of themselves, use transportation, get a job and hopefully enjoy a full social life. They need to learn how to make healthy life choices, acquire appropriate, adaptive social skills, and understand how to use money. This is true for all high school graduates, but is especially important for teens with developmental disabilities.

The problem with the current system is that individuals, families and agencies receive more money the more dependent individuals become. If the people we support become more independent, then CLBC and the Ministry for Children and Family Development (MCFD) will claw back their funding, essentially punishing the individual for improving. The incentives are reversed. The same applies to agencies and contracting – those agencies that can demonstrate they offer the best value-for-money have money clawed back, while those agencies that incur unnecessary expenses or operate top-heavy organizations are rewarded with additional funding. If the province continues to reward failure and punish success, they will continue





to get what they pay for. Although the government claims to seek innovation and sustainability this will be impossible if sustainability and innovation are punished rather than rewarded.

Regardless, we at DDA managed to balance off our previous year's deficit in contracted services for fiscal 2014-2015 and the board has already approved a balanced budget for 2016-2017.

The new Board and CEO at CLBC have improved their services and systems somewhat, although the distribution of increasingly scarce funding is still a major issue that needs resolution (Vancouver is still seriously under-funded based on population demographics compared to other regions). After having no leadership in the Vancouver region for over a decade, we have been able to develop a closer relationship with our Quality Services Office and now have an excellent opportunity to work as partners for the benefit of the adults who this region supports. We even had a visit at DDA from Sontag McRae this year. She agreed with us that affordable housing is a huge, growing problem for people who live with disabilities in Vancouver and Richmond. There is little light on the horizon in this regard, which means families will be keeping their adult children at home for an extended period of time.

STRATEGIC PLANNING

During their strategic planning session this year the Board decided we needed to review our

operating, capital and property needs prior to setting goals for DDA's future. We are reviewing everything! Our website and I.T. infrastructure, our operational processes, our communication systems, business processes, Board processes and are taking a long-term view of succession planning for our Board and key staff. Our goal is to determine where we would like DDA and the people we support to be ten years from now. In the meantime, our operational goals are: Expand, Retain, Improve, Develop and Communicate!

Since the 1990's, DDA has been growing and developing while realizing increasing levels of effectiveness and efficiency. Our services give excellent value to CLBC, MCFD, and the Ministry of Social Development and Social Innovation (MSDSI), while the successful outcomes of the people who we support testify to the quality of the services we provide.

DEVELOPMENTAL DISABILITIES FOUNDATION

The Foundation had another successful year and again we were able to transfer significant funds to support the work of the Association. We also continue with our grant of \$500 per high school for students with special needs in scholarship money and contribute to other projects in Vancouver and Richmond. Our investments outperformed the market this year with a return of 2.03% while the market benchmark was a negative return of 4.7%.





DEVELOPMENTAL DISABILITIES TRUST

We continued to face strong competition during the year from private operators that prevented us from growing our business. Our donations dropped by 25% last fiscal year so our goal was to regain lost cartage and start growing again. We developed a strategic plan that included marketing, re-branding, creating a new bin design and a massive effort to secure bin-sites. Our hard work began to pay off this year as we placed our new, re-designed bins with more bin hosts than ever! Our re-branding efforts have also paid off with more attractive bins and a refreshed, more modern identity for DDA, DDF and DDT. We also improved our donor experience and worked with municipalities to ensure that we could better meet their needs. We will be meeting and likely exceeding our former levels of profitability starting in 2016.

INFORMATION TECHNOLOGY

Although we at DDA have been enthusiastic adopters of information technology and electronic solutions, this year we had bugs and problems everywhere. As Einstein mentioned, there is no modern convenience that does not also create problems.

Our refurbished website also caused us grief throughout the year. Since our I.T. equipment and systems have evolved over the last 20 years, we are reviewing our overall electronic communication,

data base, connectivity and functionality to see where we can improve, integrate systems and create more efficiency.

ACCREDITATION

Again DDA received accolades for many exemplary practices and had virtually no recommendations. The report can be accessed at our website: <http://develop.bc.ca/about-us/quality-assurance/>

Many thanks to our donors, our funders, our dedicated Board, our talented staff, our persevering families and the wonderful infants, children and adults we have the privilege to work with every year!



quality

ASSURANCE



DIRECTOR OF QUALITY ASSURANCE — PAUL SANKEY

“*This is an organization that has an impressive history of service, advocacy, and community development that remains determined to achieve further levels of excellence.*”

ACCREDITATION

In 2016 DDA received its 5th successive 3-year accreditation from CARF. A team of 4 CARF Surveyors reviewed the Association’s practices and programs over 3 days in June and were impressed with the quality of services the Association delivers to adults and children with disabilities.

“For decades, DDA has evolved to be a responsive and innovative organization and is considered a leader in the developmental services sector locally and throughout the province.

The leadership at DDA is highly respected and has been instrumental in developing and nurturing a culture of commitment and excellence based on the core values of the organization.

Staff members at all levels are dedicated and creative, continually designing and implementing individually tailored supports that respond to the unique needs of individuals and families.



The organization is especially strong in the area of rights and advocacy, going above and beyond all expectations to create innovative ways to promote inclusion and citizenship, all with the direct involvement of the primary stakeholders of the organization.

The overall financial health of DDA has put it in the enviable position of being able to develop initiatives and supports that benefit individuals, families, and the community in general. This is an impressive achievement within a constrained economic environment.

The organization's commitment to continuous quality improvement means that it will not simply rest on past accomplishments but will likely continue to pioneer new ideas, remaining current with the needs of the community it serves. "

OUTCOMES

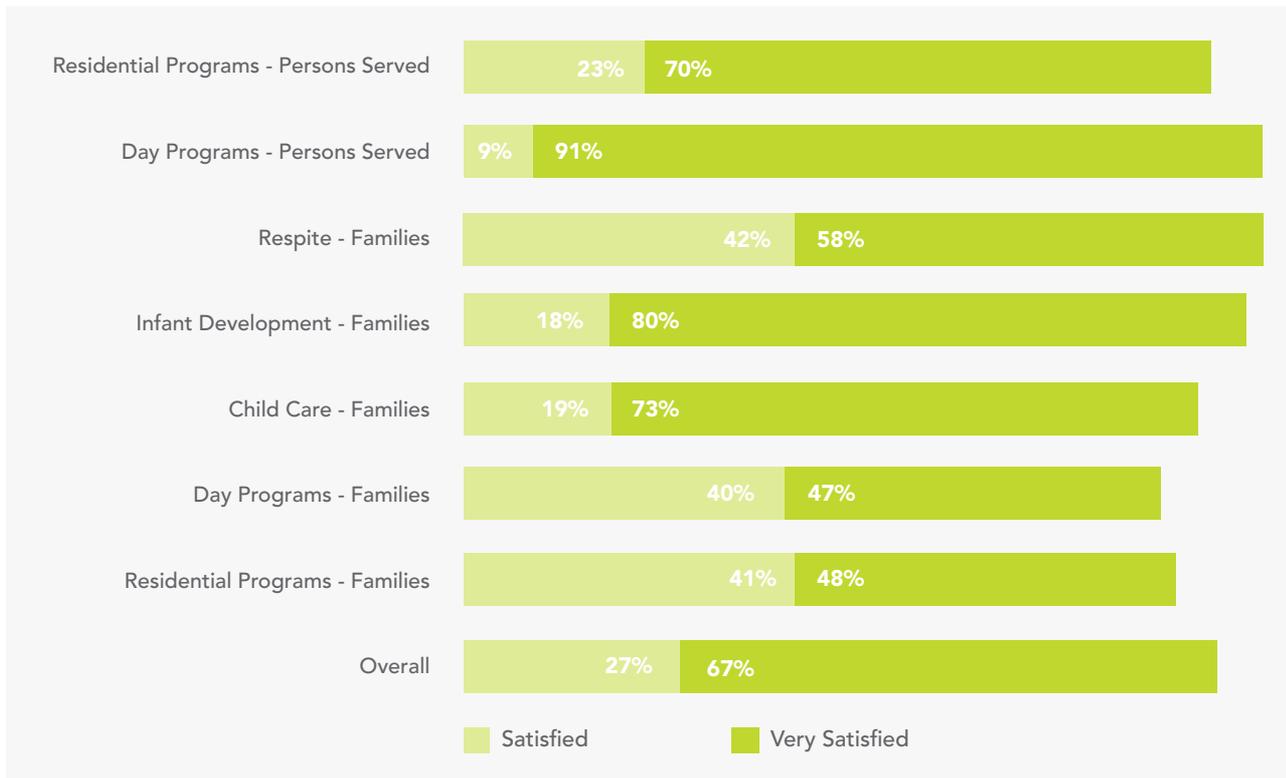
Outcomes refer to the results of services. In community service organizations the most important results involve the individuals the organization serves, but the sector as a whole has no consistent definition of anticipated outcomes or standards which services must meet. At DDA we track results we can measure based on the number of individual goals achieved by the people who we support.

In 2015-2016, adults served achieved or made progress on 94% of the goals identified in their individual plans. 100% of individuals in adult programs were able to engage in the activities they wanted and 100% of parents indicated that DDA's early childhood intervention program had a positive impact on their child's development.

In addition to this, DDA's programs are timely and cost effective. The Association provided services to more individuals in the past year, yet continues to receive less funding from funders such as Community Living BC per bed (or space) than other service providers in the Province.

The Chart that follows illustrates satisfaction ratings we received from clients, families, and caregivers for the past year. Overall, 94% were satisfied or very satisfied with 67% indicating they were very satisfied! No Stakeholder group gave an overall satisfaction rating of less than 87%. These are extremely high ratings and reflect the quality of the services DDA provides to individuals and families.

SATISFACTION RATINGS FOR PROGRAMS IN 2015 - 2016





“

“The house is very inclusive and nurturing for my sister. She has grown personally since moving and has really blossomed.”

“Staff are sensitive in providing nutritious and suitable food. Staff are wonderful and knowledgeable on handling difficult situations. Staff try to maintain contact with family members.”

“The DDA and staff at the group homes are doing an excellent job. We want to thank you sincerely, keep up the good work!”

“Keep up the great programs and support.”

“Our consultant was amazing! Even though our case is closed I would love to maintain contact with her.”

“We are so grateful for all of the support we received. It was invaluable. Your team are a very special group and I can't say enough or thank you enough.”

“My child has come leaps and bounds in terms of social development with the help of staff.”

“I'm the parent of a child with many medical challenges (and appointments!). Having the IDP consultant come to our home was invaluable and comforting and helped lower our anxiety levels.”

“I especially like that there is a primary child care provider for each child. They are all very caring and engage the children in all activities.”

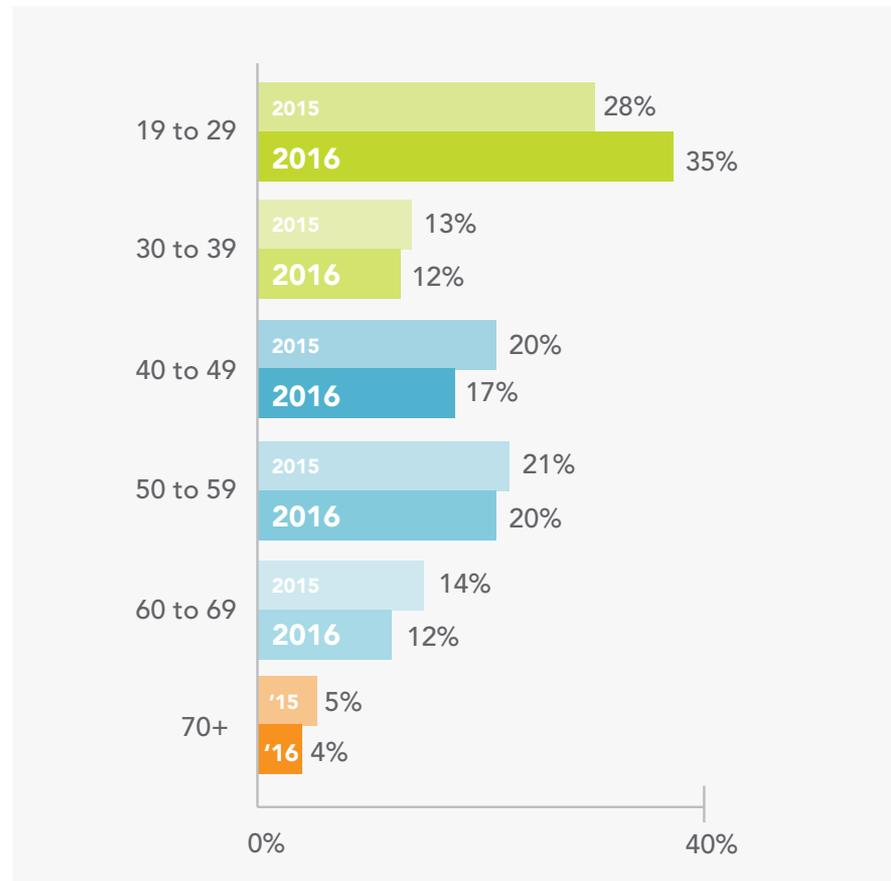
“We are extremely happy with the services. There are so many great things that they do, like having fast and effective communication with parents. They do a great job supporting the social and emotional development of the kids and we love their approach at recognizing the children as capable and promoting their independence. They have offered us great strategies to address concerns. We have seen our daughter grow and learn so much. All of the staff are fantastic!!!”

”

DEMOGRAPHICS //

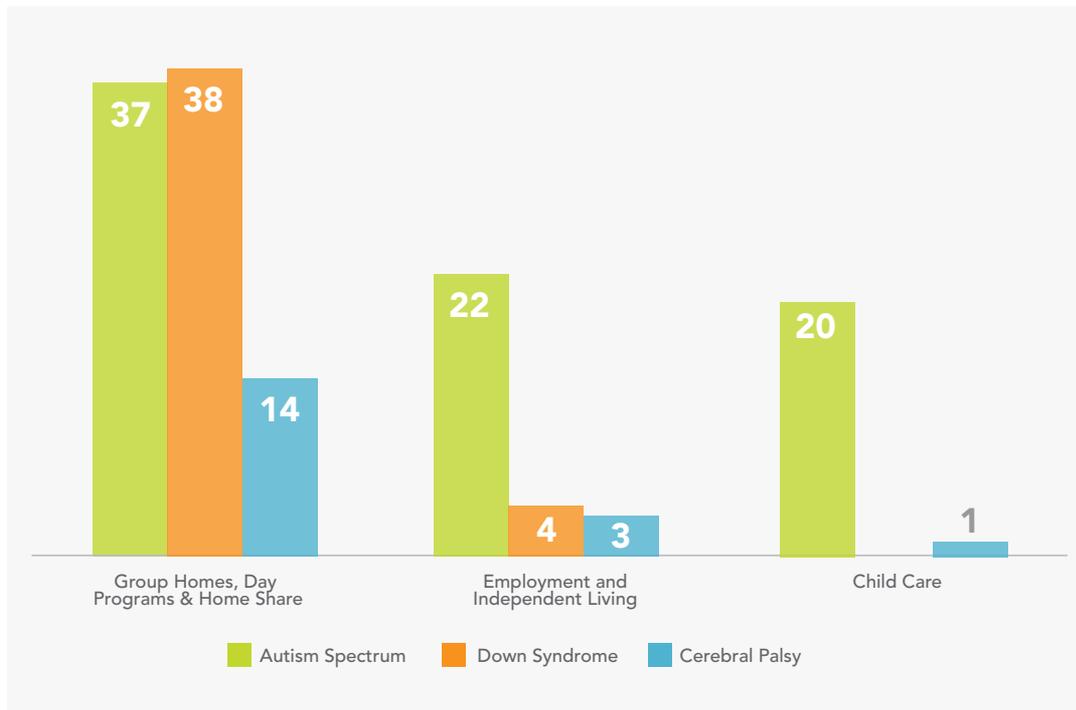
This chart illustrates the relative percentages of clients supported by DDA by age range, in 10 year increments. The percentage of adults in their 20's continues to increase – now 35% of all adults receiving services are under 30. There is a clear baby boom bubble from the ages of 40 through 59 and a relatively low number of adults in their 30's. The decreasing average age of persons served is significant, considering the opposite trend in the general population.

PERCENT OF ADULT CLIENTS BY AGE GROUP 2015 VERSUS 2016





RELATIVE NUMBERS OF PERSONS SERVED BY PROGRAM AREA
as of April 1, 2016 according to Primary Disability



This chart illustrates the dramatic differences in Primary Disability. In group homes and day programs roughly the same number of individuals are on the autism spectrum as have Down Syndrome. In Independent Living and Employment programs, autism spectrum is the prevalent diagnosis. In Child Care, autism spectrum is by far the most prevalent diagnosis and there are no children with Down Syndrome.



infant DEVELOPMENT

DIRECTOR OF INFANT DEVELOPMENT — BONNIE BARNES

The Vancouver Infant Development Program saw a surge in referrals while funding remained the same. We came across a briefing note from 1995 and discovered that we have been requesting the same \$50,000 since then! We have received no substantive increases in funding for over 21 years, in spite of our constantly increasing caseloads.

We also provided 1,080 physio consults this year. Complex referrals, have increased. We continue to innovate to meet the needs of young children, infants and toddlers who are considered at risk or who have established developmental delays in a timely and responsive manner. Prompt service is important for families and clinicians because the earlier the intervention, the better the outcome. We have a well-established intake system that allows us to see all new families within 30 days of referral to determine the level of service required. Families are prioritized and waitlisted for active home consultation. In this manner our limited resources can be assigned to those children most in need and infants at risk do not fall between the cracks.

PARTNERSHIPS

We currently partner with the Vancouver Public Library and Vancouver Coastal Health to provide a community-based Parent-Child Mother Goose Program on the west side of Vancouver. This early language program is well attended and free of charge. We also have a very successful partnership with the George Pearson Pool where we offer our Baby Beluga swimming program.

This year the Canadian Foundation of Premature Babies identified a need for parents of premature infants to meet and gain support from each other and gain access to professionals with knowledge about prematurity so they







approached us to partner with them. Now we have created another innovative DDA program that has big impact for few dollars.

Last fall we partnered with the Down Syndrome Research Foundation to address the community need for professional development opportunities for IDP Consultants in the area of speech and language development. We also worked together to offer some families one on one consultations with a Speech and Language Therapist who has a specialized approach to working with people with Down syndrome.

Although our contract with the Ministry of Children and Families provides funding for 275 infants and families per year, we consistently provide support to about 340 annually, and usually have about 120 to 140 families on our ongoing monitoring program. This year we accepted 331 new referrals and had 4,479 contacts with families.

We have also fostered many international relationships from China to Bulgaria and this year we hosted a group from Kazakhstan

for a week. We shared our knowledge and expertise in the field of early intervention while learning about the challenges of promoting early childhood development and intervention in an emerging nation that is just beginning to embrace the idea of rights for children and those with disabilities. We maintain ongoing contact in a mentoring capacity and are always excited to hear about their progress.

The Vancouver Infant Development Program and DDA are both recognized community partners with the University of British Columbia's Human Early Program – HELP. We participate in a number of research projects that have the potential to impact future government policy and professional practice in the field of early intervention, which will ultimately lead to better outcomes for children in B.C and internationally.

We continue to lobby for increased funding to meet the needs of families in Vancouver who are waiting for early intervention and other services.



fostering early DEVELOPMENT

FOSTERING EARLY DEVELOPMENT – FED INITIATIVE

The Fostering Early Development (FED) program is a multi-phased initiative partially funded by the Ministry of Children and Family Development. DDA covered half of this program's expenses for the previous three years, so we were pleased to receive full funding this year. Community partners include Vancouver Coastal Health, the Vancouver Aboriginal Child and Family Services Society, Vancouver Native Health, UBC, the Ministry of Child and Family Development, the Provincial Health Authority, and the Ministry of Housing and Social Development.

We developmentally screen all new admissions zero – 6 years of age who come into the care of MCFD in the Vancouver coastal region to ensure they are reaching their developmental milestones. The first phase of FED is to screen all children with continuing care orders to ensure that they have been referred and linked to all appropriate

resources in the community and ensure that all children have a primary health care provider. The second phase will expand screening to all children 0-6 years that are in out-of-care arrangements such as a care by a relative agreement. Our goal is to increase the developmental information on each child's health record and ensure they access all required services.

The second major objective of this initiative is to train foster parents, caregivers and relevant MCFD staff in areas such as, brain development, attachment, and trauma. The developmental screening tool we use includes specific information so that caregivers can become familiar and comfortable with the material over time. Strategies are provided to support ongoing overall development.

Many thanks to our staff, community partners, families and to the DDA Board, without whom our success would not be possible!





child & youth

DIRECTOR OF CHILD & YOUTH — ANDREW ROETS



The Developmental Disabilities Association supports infants, children and families through our Child & Youth Services Department, which operates inclusive child development centres, a youth leisure program and offers holiday options to adults every summer.

We offer both part time and full time inclusive care, provide goal planning for families with children with developmental delays, train teachers in the Seeds of Empathy program, and serve 19,500 lunches per year. All our programs focus on cognitive, physical and social-emotional development. Altogether we serve 520 families and children each year.

Concentrating on natural materials, open-ended play and usable green space, Riverside and Champlain Child Development Centres both upgraded their outdoor play space this year, adding to our state of the art playgrounds at DDA. The children love them! Since we collected extra funding for playground development, we are happy to have such great community partners to help us with such upgrades.

Ongoing professional development is vital in the area of early childhood education. Our dedicated staff advances their skills and knowledge by utilizing our internal e-learning program, participating in departmental in-services and by taking advantage of various external training opportunities. This year we also expanded our collaborative training offerings with other agencies like the Vancouver Society of Children's Centres, the YMCA, the Vancouver Supported Child Development Program and West Coast Resource and Referral, to name a few. We now have ongoing community training partnerships.



Olympic Village, home of our Creekside CDC has seen tremendous population growth the past 2 years. We have been working with other area service providers, partnering with other non-profits such as VSOCC, the Mount Pleasant Neighbourhood House, Vancouver Public Library, Family Support of Greater Vancouver and Science World.

We have come together to host various family events and educational opportunities in the area on the Vancouver Joint Child Care Council and Richmond's Child Care Development Advisory Committee. We are ensuring that the needs of children with developmental disabilities are a community priority. To this end we continue to collaboratively work with community representatives.

By participating on these committees we ensure the best services possible are provided for children and their families in the cities of Vancouver and Richmond.







QUALITY COUNTS!

All of our Child Care Development Centres are highly rated by our families, community and external monitors like CARF.

- > 92% of surveyed parents receiving Child & Youth Services at DDA are satisfied with our programs.
- > 95% of each child and family's goals are attained by the children in our care
- > We received praise from CARF for our inclusive care model and the diversity of our quality services
- > 90 staff in our Child & Youth Services Department have been at DDA for over 5 years

Comments from families include:

- > The Educators at the centre are fantastic; kind, patient and thoughtful.
- > There is not one specific positive experience to point out. We have them almost every day!
- > The teachers are like family to us!!!

Child & Youth Services are often critical to maximizing the developmental potential of each infant, child and family who we support, regardless of their needs and abilities. Once they move onto the school system, we see less in our after-school and leisure programs but offer support through our Children's Respite and Family Support programs. After graduation from high school some of the children first referred to our Infant Development Program return to our Vocational and Community Services Department.





All in all, our Department has had a very busy, successful year. Congratulations to all the people who we support, our staff and all our families for a job well done!

The Vocational and Community Services Department operates DDA's Family Support Program (Over 150 families served this year), Respite Services (supported 100 children, 60 adults and 40 youth-in-transition), Home Share (15 adults), the Community Apartment Program (26 adults), 4 Day Programs (serving 115 adults), Drop-In Services (150 adults), and Jobs West, which supported 125 adults in their efforts to gain community employment this year. An additional 40 adults with developmental disabilities are employed at Starworks, DDA's self-sufficient social enterprise, making minimum wage or better.

100% of families who responded to surveys at Jobs West, day programs, respite and home share report being either satisfied or very satisfied with their program. Comments included:

vocational & community

SERVICES

DIRECTOR OF COMMUNITY PROGRAMS —
DEANNE ZIEBART



"We are so appreciative and grateful for such a program for our daughter to attend. She is anxious to go every day and is happy when she comes home. Thank You!"

"My experience with DDA has been very positive. My coordinator was proactive and always available for support..."

And all the positive comments from our Family Support program are too many to mention!

When our last psychological consultant left DDA, we hired a part-time behavioral consultant to provide guidance to our clients, their families and training to staff. In 2015-2016, 26 DDA clients (24 adults and 2 youth) received customized behavioral support plans and consultations, helping people manage their behaviors so they are as positive and adaptive as possible.

Our Individual Care Network (ICN) grew to 15 adults living in home share, after one long term resident moved due to medical needs and two others were referred. We also held two events to bring all caregivers, residents and their families together.

Our Community Apartment Program had two new intakes this year. Our Day Programs also had 15 new intakes, while

we are restructuring our West 8th location to pre-employment and life skills training. At the Fraser Day Program, 50% of the adults who attend are now under 30 due to the overall younger demographic overtaking our services to seniors. This year, 65 day program clients participated in weekly art classes. They displayed their work in 4 art shows and everyone sold at least one creation.

We also hosted three weekly iPad classes at the Drop-In for 10 people. For day program participants, we developed 6 individualized iPad training modules which include staff training. Three summer students from the Kinesiology Co-op program at UBC, developed fitness programs for all. The people who we support continue to enjoy these programs while they maintain higher levels of fitness and improve their health. Day programs and the Drop-In hosted 9 open houses, including summer barbeques and holiday celebrations.





starworks



Starworks had a slower year in 2015-2016, with about a 23% decrease in sales over previous years. This was partially due to the end of our 30+ year contract with Tourism B.C., which was terminated due to changes in consumer habits. All the information contained in their mailings is now more easily accessed on the internet. Most of the packaging and assembly work for the Canadian consumer has been consolidated in central Canada or the U.S.A. We are hopeful that a lower Canadian dollar will make this work more attractive in the local market, but with a slow economy, fewer contracts are available to provide steady work for our employees. On a positive note, we had an increase in sales to B.C. Hydro and received a new mail out contract. Due to our slightly slowing business, our overall number of active production workers consequently fell to 35 from 40 last year. We also increased our use of technology at Starworks to include a swipe card system for logging work hours and we added an iPad to the lunchroom with applications such as “text to sign” for our deaf and hard of hearing employees.



jobs west

This year brought significant growth to Jobs West, primarily due to a partnership we developed with the YWCA to deliver WorkBC programming in Vancouver. We also have an ongoing partnership with Avia Employment in Richmond. Altogether, we accepted 50 new intakes in Vancouver and Richmond, serving a total of 124 job-seeking individuals. With much difficulty, we hired two additional Employment Specialists to handle the increased caseload and expanded our office space to add more offices and a larger classroom. We also hired our first Summer Student to assist with transit training and marketing, while exposing the student to the world of supported employment.



residential SERVICES

DIRECTOR OF RESIDENTIAL SERVICES — DANIELLE WHITE

DDA's operates 21 group homes located throughout the Vancouver Richmond region that operate 24 hours a day, 7 days a week. Well over 50,000 shifts are scheduled throughout the department each year! Our staff have professional qualifications that ensure the people we support receive high quality services. Through effective management of our resources, we also offer emergency short /long term placements for individuals or families in crisis.

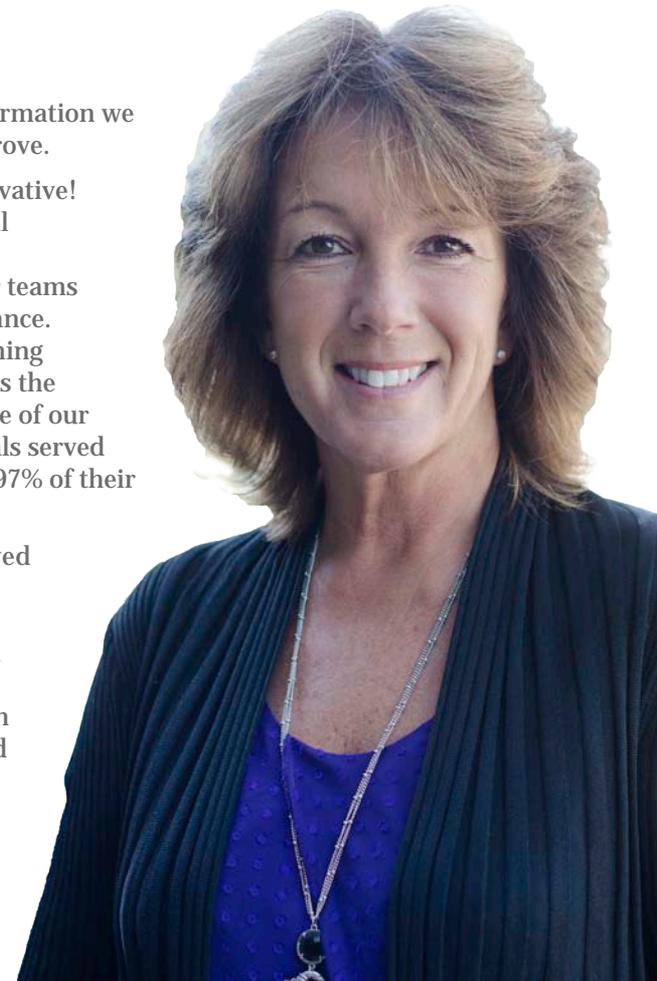
We recognize the uniqueness and diversity of the individuals we support so our goal is to ensure that everyone has the opportunity to lead full, inclusive lives in the community. We support adults to make decisions and choices for themselves. Our staff support individuals to achieve their goals and be healthy, and as independent as possible in their community.

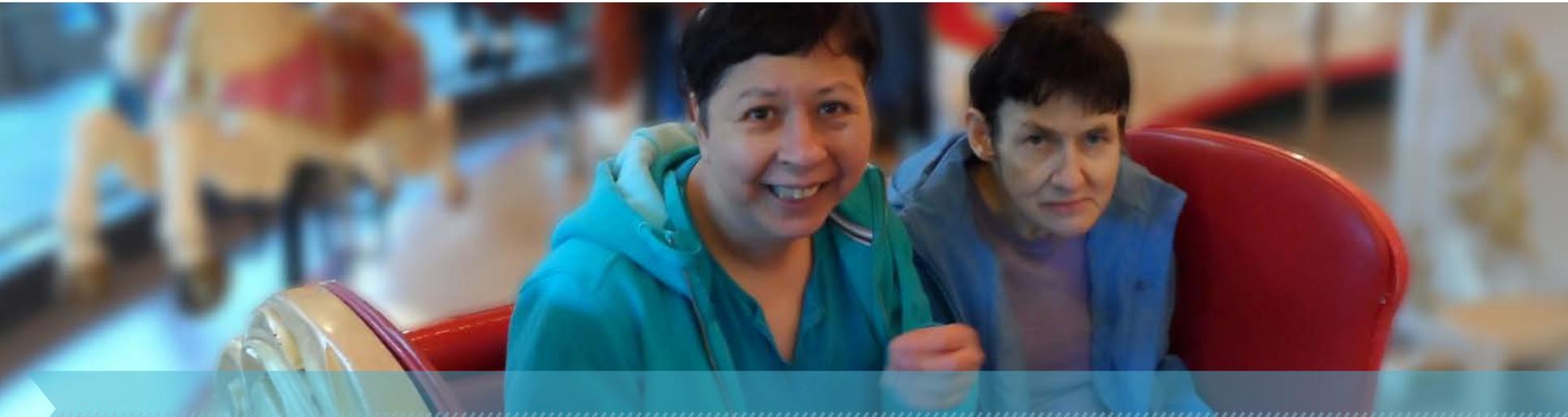
In 2015 the department had another outstanding year with excellent responses from satisfaction surveys completed by the individuals we support, their families, staff and other stakeholders. We take

feedback seriously. The information we collect empowers us to improve.

We are responsive and innovative! We increased our residential occupancy rate by 10% and, despite staff reductions, our teams forged ahead with perseverance. Our annual individual planning process clearly demonstrates the effectiveness and persistence of our residential teams. Individuals served last year made progress on 97% of their individual goals.

100% of individuals surveyed say they can do what they want in their free time and 93% are very satisfied with where they live. According to CARF, "The organization has gone above and beyond to ensure that tremendous





emphasis is placed on rights and advocacy and that its importance is embedded into the culture and program activities of the organization”.

The biggest challenge we have is meeting our human resource needs. Recruiting new employees has been increasingly difficult. Although we use many strategies to recruit and retain qualified employees, we estimate that over 60% of our existing staff have more than one job! Metro Vancouver’s living wage is \$20.68 an hour vs. DDA’s starting wage of \$18.06, so we understand the problem, but as long as the government funds our services and negotiates our collective agreements, there is nothing we can do to correct this basic problem.

That said, our staff continue “to pursue our mission with expertise, integrity, respect and conviction!”

Aging and serious illnesses remain at the forefront of our daily operations. As individuals age their support needs change. Currently 84% of the individuals supported in residential services are 40 years old or older, and 70% are 50 or older. We continue to be concerned about future residential and healthcare planning needs for these individuals and their families.

For the benefit of our residents we remain leaders, partners and advocates in our community. Our involvement with various committees, hospitals, universities and city councils keep us connected.





Our staff also continue to support client independence through the use of technology. Communication apps, chore apps, shopping apps, and meal preparation apps are only a few examples of applications used in various homes. All homes and many individuals use iPads. Managers also find iPads very useful for employee orientation and training.



We look forward to providing more services to individuals and families in the region, and using new technologies to enhance services, support inclusion and encourage independence.

The successes we celebrate would not be possible, without the hard work, tremendous effort and dedication of our DDA team!





This year, Family Support provided information, referral and training to more than 150 parents and over 100 parents and youth participated in transition workshops facilitated by DDA and the Vancouver School Board. We also presented scholarships funded by DDA to eleven high-school graduates at their annual ceremonies.

We had 22 new referrals to our respite programs for adults – 8 to children’s respite and 20 youth joined our Transition Program. Our Leisure Fair for families seeking recreational options for their children celebrated its 15th year in 2015/2016! This year a record 35 organizations participated and over 120 people attended the event.

In recognition of United Way’s grants to DDA we also delivered 15 presentations to various Lower Mainland businesses as part of the annual United Way campaign. The Department also continues to sponsor five Family Support groups that meet regularly in various locations in Vancouver. This year, the Vietnamese Family Support Group grew to 8 families and we created a

Japanese Family Support group, which began with three workshops on the role of an Occupational Therapist, positive behavioral approaches, and a special workshop on cognitive development, hosted by Dr. Shuichi Ozono from the Japan Society for the Promotion of Science. The group now has 40 families who meet every two months. Family Support also distributed 15 hampers over the holidays for families in need. We work with various local corporations who sponsor each hamper and are always met with many thanks from recipients.

We couldn’t operate these support groups without the generous support of the United Way of the Lower Mainland.



United Way
Lower Mainland

family support

SERVICES

DIRECTOR OF COMMUNITY PROGRAMS — DEANNE ZIEBART



business centre

DEVELOPMENTAL DISABILITIES TRUST



DIRECTOR OF TRUST — DEANNA BARLOW

The changes implemented as a result of our last business plan came to fruition this year. Our cloth sales were down by only 2% over 2014-2015 and our donations over the last three months of this fiscal year are up over the last three months of last fiscal year. We feel like we've turned a corner. DDT's housewares are also consistent with 2014-2015 numbers.

A continued influx of for-profit and new non-profit donation bin operators resulted in our slight decrease in cloth sales. Since we already have evidence that our business strategies are yielding positive results, we are optimistic about regaining revenue lost from the fiercest years of competition, although for-profit companies are still active in the lower mainland. We also negotiated a new 2-year contract with Value Village during the past year and continue to build on our three decade long partnership.

As part of our business plan we designed and purchased 150 locally built new clothing donation bins! These more attractive and user-friendly bins have been very well received by our bin hosts and donors. We also refurbished and rebranded 100 old style bins.

With many municipalities recently banning the placement of donation bins on public property we were very pleased that throughout the past year we secured a net increase of 135 private clothing donation bin locations! We are grateful to our bin hosts for their continued support.

We were also able to secure multiple bin locations on the SFU Campus to add to our strong presence at UBC.

The past year was especially challenging for DDA's loyal bin hosts as they dealt with removals of competitor bins which were too





often placed next to DDA bins without the property owner's approval. We appreciate the loyal support and commitment of DDA's long-standing bin hosts and appreciate all their efforts on our behalf.

The Re-brand of DDA's promotional materials extended to our bins, brochures, posters and gifts. We updated our donation bags, donation bin brochures, recycle-with-DDA brochures, Cash4Clothes materials, and promotional items like banners, mini totes, magnets, stickers, balloons and t-shirts.





YOU'RE DONATING RIGHT THE BIN IS WHITE

100% WASHABLE

100% WASHABLE

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Canada





For twelve weeks beginning in May we advertised on NEWS1130 to launch our newly branded bins. This improved our cartage and we received much positive feedback from the community members.

Our community partnership program, Cash 4 Clothes, grew considerably over the last year! Cash 4 Clothes has become a valuable fundraiser for many schools and local community groups. Many participants have been with our program since it started over 15 years ago!

We held our usual 20 community events this year and were invited to participate in many more – thanks to our wonderful volunteers! Thank you all for helping us reach more people in more communities!

DDA's Night @ the Nat is now in its ninth year!

This event brings DDA clients, families, staff, friends, business partners and the public together every summer – and only increases in popularity! We are extremely grateful to the folks at Nat Bailey stadium for helping us make our Night @ the Nat a success. We love our partnership!

In keeping with the theme of baseball we are very proud of our sponsorship of B.C. Challenger Baseball, a program that supports children with cognitive or physical disabilities to enjoy the thrill of playing the all-time favorite community sport throughout the Lower Mainland.

Ours was a year of change and growth. Special thanks to our staff – the quality of work they do every day shows their commitment to the success of business!



2015 was a year of growth & change for the communications department. We analyzed our communications channels in order to refine & best focus our communications efforts. Working with industry leaders, attaining professional consultations for recommended improvements to our website and putting action plans into motion were a key to our commitment to remain relevant in today's competitive landscape.

SOCIAL MEDIA

In response to the emerging popularity & increased usage of social media platforms we focused on increasing our engagement on Facebook and Twitter. These platforms are a great tool for us to relay key information and help spread awareness to a wider audience about the types of programs and services we provide.

We will continue to place an emphasis on social media in the coming year, recognizing the vital role it plays in helping to communicate with our audiences.

ONLINE COMMUNICATIONS

Our revamped website was a major focus this past year and we had a few glitches, causing us some grief. An interactive website such as ours is an ongoing project as with most websites and we will continue to optimize and tweak it in the New Year.

REBRAND

In an effort to provide a stronger, clearer brand we went through a re-branding process. We aimed for a more modern and refreshed identity for DDA, DDF and DDT.

This year we continued the re-branding process, rolling out many of our updated marketing communications collateral such as a new General Services brochure, a revised Family Support Services brochure, and an updated Child Development Services brochure.

The communications department also worked closely with the business centre to create a new, more attractive bin design in an effort to secure bin-sites. Our hard work paid off this year as we placed our re-designed bins with more bin hosts than ever! The result was a clean, simple and more modern look for our brand.



communications

MANAGER OF COMMUNICATIONS & MARKETING — REET SIDHU





The Finance Department is responsible for all the following financial activities of the Association including:

- > payroll and benefits
- > insurance/risk assessment
- > real estate and investment portfolios
- > maintenance and reporting of asset inventory
- > donation and grant management
- > contract management
- > purchasing and maintenance of major office equipment
- > financial audits and reviews

During this year of review and change, there were several projects the Finance department undertook, including:

- > Developing new systems and processes as we completed our integration of the new ADP payroll system and the Kronos Work Force Ready scheduling, time, attendance and human Resources systems
- > Ensuring that effective systems and controls were in place to meet our goal of 100% accuracy within Finance
- > Implementing a Document Management system including conversion of a current paper-based filing system to a secure, searchable e-filing system that includes sharing documents and files within the organization
- > Automating collection of fees and payments of invoices

Audits during the 2015/16 fiscal year were limited to regular year end and interim audits. In all cases, audit reports contained no significant issues for us to address.

There were no recommendations in the financial planning and management areas resulting from the CARF survey this year. According to CARF’s survey summary “DDA has managed and invested resources wisely and established a sound base of finances to operate from”.

We also:

- > processed 18,408 invoices, totalling \$29 million
- > processed 24 payrolls totalling \$20,182,484
- > issued 3,992 cheques totalling \$4,481,157
- > made 1,731 EFT payments for 107 cards, involving 15,408 receipts, totalling \$1,020,000
- > issued 720 financial statements
- > issued 123 donation receipts
- > processed 1,050 mileage claims totaling 17,834km
- > successfully completed 6 audits
- > issued 927 t-4’s
- > reconciled 1,725 accounts
- > spent 707 hours dealing with enquiries

The Finance department will lead several new projects in the year ahead and continue with our continuous quality improvement.

The Finance department strives to provide quality and innovative services and support to all its stakeholders and will adapt to and manage all challenges with the enthusiasm, flexibility and efficiency demonstrated in the past! Thanks to all our accounting and payroll staff for their hard work during a busy year.

finance

DIRECTOR OF FINANCE — SHAZIA JAFRI



human resources

DIRECTOR OF HUMAN RESOURCES — MARSHA GOLDFORD



DDA's Human Resources department supports management with recruitment, orientation and training in core knowledge and skills, labour relations, leadership development, employee health & safety, disability management, benefits administration, job design & classification and human resources information trend analysis.

The biggest challenge we have at DDA is recruiting employees who have the qualifications we need at the level of pay we can afford based on government funding and the collective agreements negotiated on our behalf by the Community Social Services Employers Association, an arm of government.

With between 500-600 employees (depending on the length of our casual list), our department is active and moreso, as we move more of our functions online.

2015/16 focused on a 'nose to the grindstone' agenda. HR physically relocated to the Finance area of head office to facilitate collaboration between HR and Payroll in the administration of human resources, pay and benefits. In concert with Payroll, our efforts to digitize and upload data resulted in the elimination of 11 five-drawer filing cabinets, the contents of which are now available on-line. For

managers, this undertaking will lead to faster, more direct access to employee documents and information. Offsite staff and managers no longer have to drive into the office to access this information – they can have 24/7 access on their computers or smartphones.

The HR department worked to build and administer new HR systems scheduled for launch later in 2016.

These systems offer automated recruitment, employee information, tracking and reporting. Once fully implemented, these systems should ensure greater standardization, quicker response, increased accuracy and provide a tool that tracks workflow, workforce demographics and HR trends at DDA.

We have a strong commitment to investing in employee training & development. To this end, 179 courses offered through DDA's e-learning site – Relias Learning – were accessed by our employees 1155 times. DDA also has custom-designed courses on the site that are mandatory elements of our new employee orientation program.

In addition to Relias courses, DDA provided in-house classroom training to renew staff credentials and refresh competency in Non-Violent Crisis Intervention (223



participants), First Aid/CPR (113), Medication Administration (87) and our General Orientation for new employees (88). Our new systems will be able to track training needs and activity, which will help us organize and deliver training sessions with increasing efficiency.

We also ramped up our early intervention activity in 2015/16. This mandatory program, administered through our Long Term Disability (LTD) provider Great West Life Assurance, works with employees on medical leave to expedite an early return to full productivity in the workplace. Of the 31 enrollees in 2015, 26 returned to work without going on LTD; 1 is still active in the program; 4 went on LTD; and 2 have since returned.

By March 31, 2016, DDA had 534 active employees made up of 283 full-time (53%), 137 part-time (26%), and 114 casual relief (21%) staff. The average years of service for all active employees is 8. The median age of our employees is 43, i.e. more than half are 43 or younger and half are older.

DDA sometimes faces more challenges recruiting new staff than others in the sector because we have higher qualification requirements. Although we offer plentiful training opportunities and other perks, we continue to explore creative and effective ways of attracting and keeping qualified new recruits.





thank you

TO OUR SUPPORTERS

INDIVIDUALS

Adams, Bill

Atchison, Norman & Maureen

Atchison, Gerald

Baird, Jean

Banks, Ena

Basnillo, Emelia

Beckett, Shannon

Biali, Susan

Blackwood, Diane

Blue, Diane

Bonn, Michael

Brandon, Jill

Brandon, Jill

Buckland, Aralee

Campbell, Margaret

Cedillo, Erika

Chen, Xi

Choo, Suk Ying

Chu, Kin Yip

Conder, David

Deol, Manjinder

DePaoli, Maurizio

Fernandez, Paula

French, Patricia

Gall, Margaret

Gichuru, Mokuu

Grant, Sheila

Gully, Maritia

Gunasingham, Grace

Havusha, Yossi

Hayward, Dave

Hemm, Estate of Joseph

Horton, Andrew

Johnson, Denise

Johnson, Richard & Deana

Kao, Chien

Ko, Ada

Krikau, Elsie

Kwan, Chiu Ying

Kydd, Donald

Lam, Yvonne

Lavallee, Wayne

Leakey, Gillian

LeClair, Anthony & Juan

Lee, Katherine

Lim, Susan

Lith, Paul

Loreth, J

Louis, Randy

Low, Wendy

Luey, Robert & Rose

Lysakowski, Kathleen

CORPORATE & GROUP

2DQ Wedding and Event Planning

Burnaby Lougheed Lions Club Gaming

City of Richmond

City of Vancouver (Grants)

GENEER Construction Ltd.

Leola Purdy Foundation

MacDonald, Dettwiler & Associates Ltd

Mission of Care Association

New Pui Tak Society

Province of British Columbia - General

Provincial Employees Community
Services Fund

Mach, Bao	Pinelli, Vanessa & Michael Richter	Swayne, Peter and Susan	Wilson, Susan
Macht, Susan	Poon, Christina	Ta, Le Tri & Emelda	Wong, Salima
Mascall, Blair	Pradela, Roman & Mona	Talwar, Sonia	Yuen, Calvin
Mason, Chris	Purkis, Jeffrey	Tang, Rosalinda	Yuen, Marlene
McCardle, Stephanie	Raghu, Aneil & Mrs. Radha Vidya	Teal, June	Ziebart, Arthur & Ida
McDowall, Kerry J. & Alan McCarthy	Rueger & Donald A Morrow, Louise	Tseung, Anna	Zoteck, Mary
Murgatroyd, Emily	Sanders, James	Turner, Edward	
Nitikman, Noah	Shaw, Gillian	Turner, Sharon	
Obermeier, Jenny	She, Yu Young	Walters, Linda	
Orivolo, Giacomo & Bertilla	Smellie, Gael	Wang, Jing	
Pacey, Katrina & Evan Wood	Sterling, Vera	Wang, Julie & Christopher G. Rea	
Parlor, Margaret	Storm, David	Wehrhahn, Susan	
Philp, Ann		Wilcox, Thea	

RBC Royal Bank	The Pacific Children's Heart Network	United Way Toronto & York Region
Regional Recycling Whistler	The Toskan Casale Foundation	Vancouver Council of Women
Richmond Chinatown Lions	United Way of the Lower Mainland	Vancouver Foundation
The Law Society of British Columbia	United Way of the Alberta Capital Region	Wolrige Foundation



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