

TRANSITIONS

DEVELOPMENTAL DISABILITIES ASSOCIATION ANNUAL REPORT

2019/2020



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BOARD MEMBERS



Ronda Karliner, President



Bonnie Hunter



Devinder Sekhon



Ian Tasker



Julie Mantle



L.J. Eiben



Louise Huber



Nancy Panchuk



Rayanne Aguilar



Rob Bahd



Sue Hargrave



Sue Swayne



Ted Bruce



Alanna Hendren, Executive Director





PRESIDENT'S MESSAGE

“THE FUTURE IS ALWAYS ALL AROUND US, WAITING, IN MOMENTS OF TRANSITIONS, TO BE BORN IN MOMENTS OF REVELATION. NO ONE KNOWS THE SHAPE OF THAT FUTURE OR WHERE IT WILL TAKE US.”
– J. MICHAEL STRAZYSKI

PRESIDENT’S MESSAGE

RONDA KARLINER, PRESIDENT

DDA has a long history of being able to anticipate and prepare for change. We have also been the instrument of change in our field through our Infant Development Program, our robotics research, widespread use of technology, our employment ventures and service innovations. We have always been resilient and responsive, but nothing could have prepared any of us for the COVID pandemic. Even in the face of so much uncertainty, we found ways to keep moving forward and ensured we remained focused on the people and families who we serve.

Despite what feels like a rapidly changing world, what hasn’t changed is DDA’s unwavering commitment to its advocacy and direct support for those with developmental disabilities. I could not be more proud of the tireless efforts of our staff to protect those who cannot protect themselves. Through it all, the people who we support and our employees remain happy and safe.

It is an honour to be involved with this organization and the exceptional people who keep the fires burning bright in the face of what sometimes seem like insurmountable challenges.

While COVID remains an issue, it was not the first time in the fiscal year that DDA revealed its true colours in

response to dramatic change and its ability to quickly transition. We shut down a large and long-lasting enterprise in our clothing donation business. That was no small feat and there were many moving parts to consider. With the expertise of our board members, DDA made decisions that reduced any negative impact and even managed to retrain employees to protect several jobs in the process. Ours is an agency that literally puts people first.

Even our Board has been transformed. And, although we will miss those who have, or will soon be moving on, we are excited to welcome new board members. We continue to grow and learn and have only optimism for the future. We don’t know what the future holds but we do know that DDA is resilient and strong and we will continue to thrive.

Now as we move into the latter part of the year and face 2021 with some trepidation, I feel comfortable knowing DDA will not waver in the face of adversity. We do not yet know what the new normal will look like. Some of the things that we have had to do to adapt will likely remain - some for the positive - some as an ongoing reminder of how life can change in an instant.

For all that and more I am grateful for all the hard work and dedication DDA brings to the community.





EXECUTIVE DIRECTOR'S REPORT

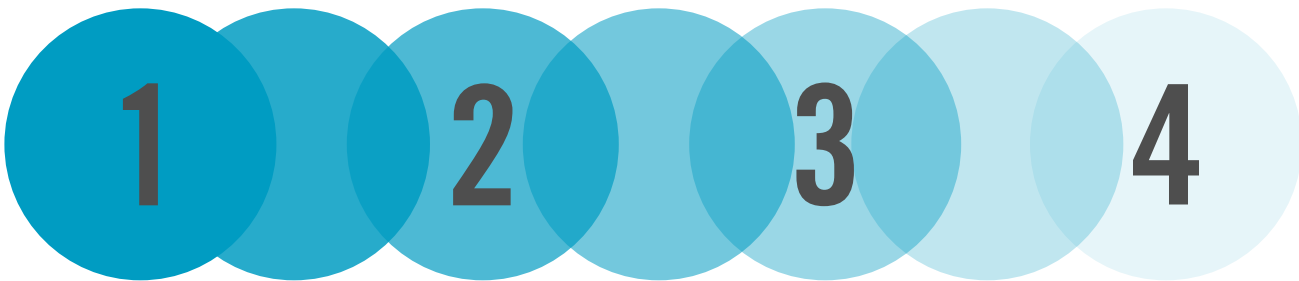


This fiscal year began with the fallout from the decisions by municipalities across Canada to ban or limit the use of clothing recycling bins and ended with a COVID-19 lockdown, both unexpected events beyond our control. Such extreme change can cause grief but also forces us – as individuals and organizations – to transition from one way of living or reaching our goals to another.

The DDA board engaged a consulting firm to help us dig deeper during our organizational internal and external audits. We distributed surveys to individuals and families, received feedback from our major

stakeholders during interviews and held focus groups, making it easier for us to determine community need and spark our creativity as we transition to a younger generation of adults with disabilities while responding to the increasingly complex needs of our aging seniors. Our national, provincial and local aging populations are requiring increased community personal assistance and health supports.

After several reviews and discussions by the Board, we determined four priority areas where we will focus our future:



BUILDING COMMUNITIES

Foster relationships between DDA clients, families and the public.

CELEBRATING PEOPLE

Educate the public to advance community inclusion.

PROTECTING OUR FUTURE

Ensure DDA can continue to support individuals long into the future.

DELIVERING EXCELLENCE

Demonstrate leadership in evidence-based program innovation and enable staff to deliver.

In the end, the Board challenged all of us to go beyond Inclusion to Belonging. There is a qualitative difference between being permitted into any given community and being welcomed in the community. And there is a difference between being welcomed and being missed if you are not there, in a place where everyone knows your name and you know theirs too. We will need everyone to help us spread our vision of a diverse, welcoming community where people see the possibilities and where everyone belongs.

Although we envisioned hosting events where families of all ages connected, gathered and learned from one another, we ran into the COVID lockdown but will continue to develop creative methods to foster online and safe in-person connections. It is a difficult time for all of us to expand our networks.

The Board re-examined and fleshed-out our mission to: "Promoting the potential of individuals with developmental disabilities and their families through life-long programs, supports and advocacy." Our goals for the following 3 years include:

- Develop and implement a board recruitment strategy
- Promote intergenerational mentorship
- Review membership categories
- Promote Board education
- Increase communication with our publics through multiple communications vehicles
- Hold events for individuals and families of all ages
- Build and sustain relationships in community
- Advance community inclusion and belonging
- Develop DDA's research and development potential as a center for excellence in service innovation
- Advocate for more affordable housing.

Keeping everyone safe and protected from COVID-19, balancing activity restrictions with risks of social isolation, self-neglect, mental health challenges and the need to access community services would turn into our number one priority by the year's end.

Our organizational planning and the events of the year made it apparent that we are transitioning from one generation of parents, families, staff, management and individuals to another. All of the families who founded DDA have passed away. The majority of people who lived in institutions have also passed. The first people to enjoy inclusive education are now 40 and the people who we supported as young adults are now seniors. We have recently lost Board Members due to issues related to aging. Our long-term employees are retiring or planning their retirement.

Transformative social change like COVID-19 and an aging demographic poses challenges but challenges have always driven humanity forward. New generations have new expectations and, after decades of early intervention and inclusive education, the adults who we support have superior skills and abilities, although this does not necessarily mean independence. In the case of the arrival of the COVID-19 virus, we plunged very quickly into ever more innovative ways to complete every DDA process. We still have a long way to go to realize our vision of a community where everyone belongs, but the definition of 'community' is itself changing.

DEPARTMENTS

AND SENIOR MANAGEMENT TEAM



EXECUTIVE DIRECTOR
Alanna Hendren



CHILD & FAMILY SERVICES
Andrew Roets



COMMUNITY & VOCATIONAL SERVICES
Deanne Ziebart



RESIDENTIAL SERVICES
Danielle White



INFORMATION TECHNOLOGY
Joe Grilo



FINANCE
Shazia Jafri



HUMAN RESOURCES
Graham Chaplow



COMMUNICATIONS
Evan Kelly





BUILDING COMMUNITIES



This year, 2019–2020 saw a review of sorts at CLBC that recommended allocating funding and supports in a manner that is “less crisis-driven and more proactive” and responded to the call for “greater certainty, consistency and transparency with respect to the services and funding that is available to families and to ensure equity and parity in the system”. We have been advocating for greater equity and accountability between CLBC and individuals, families, service providers and regions for decades now. Based on population demographics, Vancouver has been underfunded for many decades and this results in the lack of cumulative resources in spite of Vancouver’s additional resource needs due to its diversity, provincial health service locations, high property prices and competitive labour costs. Ultimately, this disadvantages every adult with a developmental disability in Vancouver.

Families are expected to do more, including providing housing – an area where independent individuals could get subsidies in the past with funding that disappeared many years ago. The results of the elimination of housing subsidies are evident on the streets of Vancouver. CLBC developed a Housing Plan, but with no funding attached, it provides little assistance to people who need affordable housing.

With the responsibility for care and support of our elders and people with disabilities now reverting back to families, funding decreases or cuts have a direct impact on how much families need to absorb expenses,

particularly for those adults with high health care needs, behavioral challenges and people with ‘multiple complex needs’.

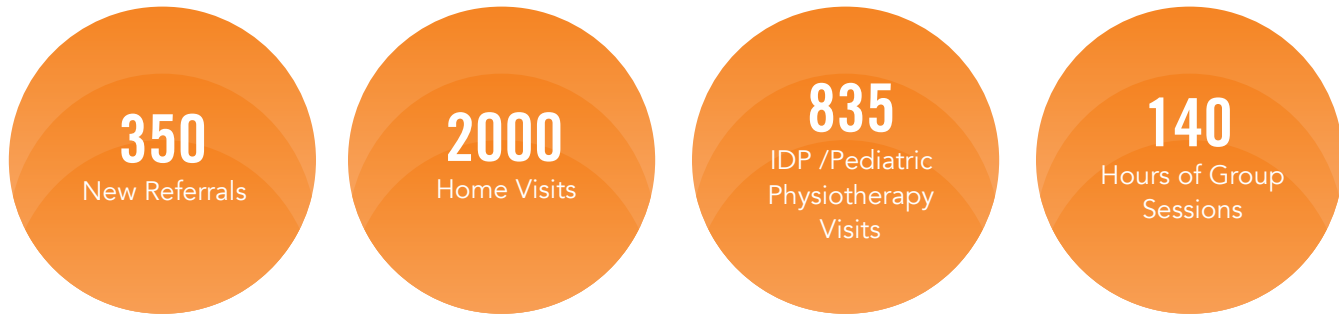
DDA soldiers on, regardless of issues at CLBC or within government, providing individualized services from birth to palliative care, regardless of how they are funded.

In September, the Minister for Children and Family Development, Katrina Conroy, Minister of State for Childcare, Katrina Chen, Premier John Horgan and Mayor of Vancouver Kennedy Stewart all gathered at our Creekside Child Development Center with a mountain of media in their wake. They were there to announce a joint childcare initiative between the provincial government and the City. This will provide more affordable childcare and pre-school services in Vancouver.

The government also initiated a review of autism funding. The biggest recommendation was that government stop allocating funding based on diagnosis. The unanimous, bipartisan report recommended that functional assessments be used to determine appropriate levels of support instead of diagnosis, so it could cover children with all disabilities, not just autism, making the support system more equitable. They also recommended functional assessments for adult services, vs. I.Q. scores when determining individual funding allocations.

INFANT DEVELOPMENT

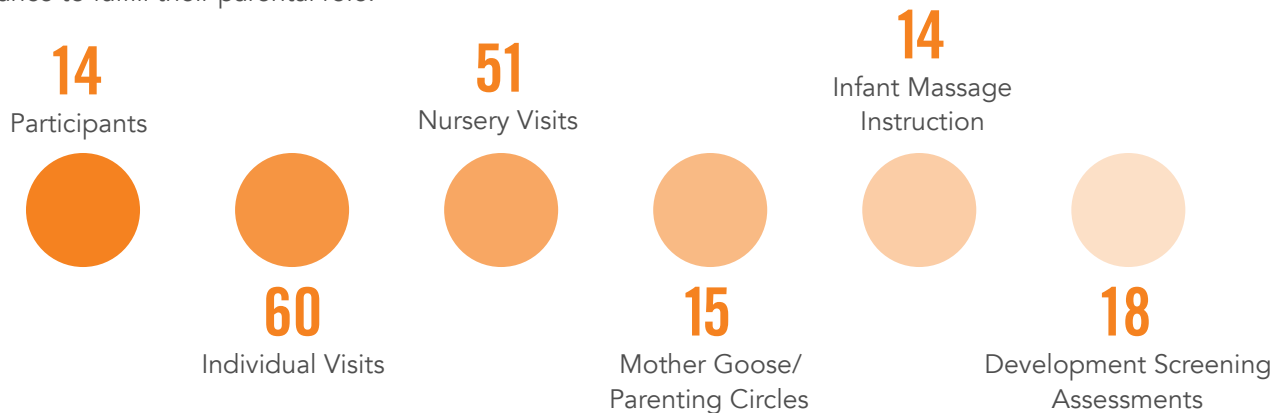
DDA continued to provide Infant Development Services to Vancouver communities:



IDP ON FIR SQUARE

Our IDP – Fir Square – BC Women’s Hospital partnership was formalized in August 2019 to support recovering substance-addicted mothers with their babies while still in hospital through their transition into the community, ensuring that the appropriate support services are aligned with family needs. Infants and mothers receive the earliest interventions possible, participate in ongoing skills training and develop the strong family bonds that keep families together. This program also keeps children out of government care – in the past, these infants were apprehended at birth, giving mothers no chance to fulfill their parental role.

DDA initiated and initially funded the Fir Square program in partnership with BC Women’s Hospital, but MCFD has now provided funding. The relatively low cost involved produces dividends in life-long reductions to the child protection/adoption system, supports women on their healing path so they can become productive mothers and provides life-long benefits to the physical and brain growth potentials of the infants involved. These mothers do the very hard work of changing their lives and we are proud to have the chance to help them.



FOSTERING EARLY DEVELOPMENT

DDA funded and initiated our Fostering Early Development (FED) program several years ago and after covering deficits for years, MCFD finally funded the full cost of the services. The cost-effectiveness of this program and payoff in terms of better outcomes for children have proved extremely beneficial. We provide developmental screening for children from birth to age 6 who are in care of MCFD and Vancouver Aboriginal Child and Family Services (VACFSS). Children are assessed and immediately connected with necessary community services and early intervention supports. This is important because the earlier the intervention, the better the lifelong results. FED services also provide training for foster parents and partnered with VACFSS to provide the 8-week long Circle of Security parent training program for biological mothers and grandmothers preparing to welcome their children back home.



150

NUMBERS SCREENED

265

NUMBER OF SCREENINGS

59

INTAKES

58%

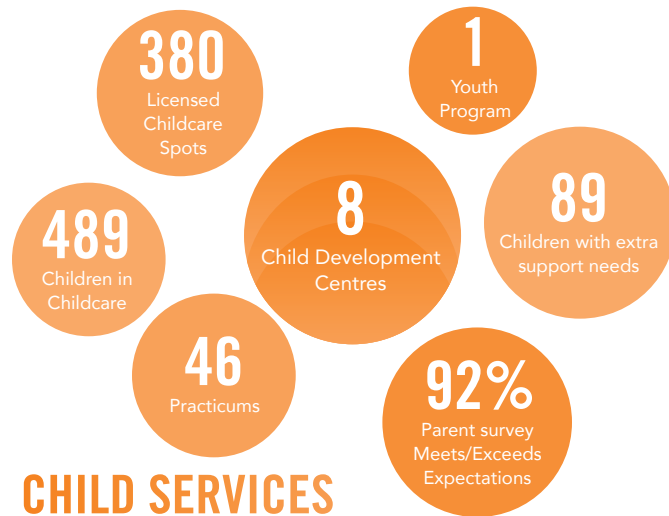
IDENTIFIED WITH A DEVELOPMENTAL DELAY

49

FAMILIES WHO PARTICIPATED IN CIRCLES OF SECURITY COUSE

20

TRAINING EVENTS FOR FOSTER FAMILIES



CHILD SERVICES

DDA's Children's Services were selected by the City of Vancouver and the Vancouver School Board to operate the new Sir Sanford Fleming Elementary Center. This child care consists of 69 spaces on the third floor of the new school in the Fraserview area. We had the opportunity to help design the child development space and are looking forward to opening in winter, 2020.

We also received approval for \$1.3 million in renovations to Berwick, all completed and funded by UBC. We are grateful for our long-term partnership with UBC and our other community partners. We will celebrate with the children in 2021.

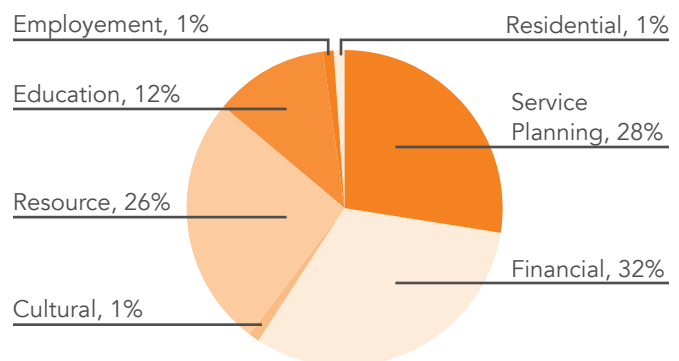
The Child Care Fee Reduction Initiative and an increase to the Affordable Child Care Benefit brought fees down to a more affordable level for families as promised by the government. When the COVID-19 virus hit BC at the end of the fiscal year, the City of Vancouver and the province increased their contributions for those centers that remained safely open for the children of essential services workers. With new building locations and physical upgrades to Centers that have not seen much improvement in over 20 years, our children are getting great environmental upgrades for their best development and staff get improved working conditions.

FAMILY SUPPORT

Our Family Support services assisted 155 families of children with special needs and 68 adult families. A decade ago, 75% of all primary contracts were with mothers, whereas this year, mothers were the primary contact only 52% of the time for adult families and 68% of the time for children. We have noted a trend of more siblings, grandparents, other relatives and friends contacting Family Support. Unlike some other Family Support programs, we are not funded for this service at DDA so our staff are able to advocate without fear of conflicts of interest.

CLBC funded our senior's pilot project, operated under our Family Support services. This service has been very successful, particularly during times of COVID-19. We identified elderly families who live in the community with aging adult children and provide support to the entire family in the areas of healthcare, accessibility, contingency planning and ensuring the family stays together as long as possible. This program supports families to live together longer and plans for temporary absences that may occur during hospitalizations or other situations. This innovative service was of interest internationally since it improves quality of life while reducing costs of long term care for family members.

TYPE OF INVOLVEMENT





CHILDREN'S RESPITE

Children's Respite services supported 117 families for 19,976 hours and Adult Respite supported 74 families for 14,205 hours. 32 respite caregivers have provided support for DDA families for over 5 years and we celebrate their contributions! Our excellent providers are matched with families and do a great job in spite of low government compensation. Fifteen clients continue to thrive in DDA Home Share services thanks to their dedicated caregivers. Several of our Home Share residents were re-assessed with higher needs, so care plans were redeveloped. Recruiting new Home Share providers continued to be difficult, with competition from MCFD for foster parents. Home owners in Vancouver can often rent out a room in their house for more money than government pays for caregiving supports, housing and all other costs related to daily living combined.



Transitions are difficult for all of us. Globally, most of the almost 8 billion humans on the planet have recently had to transition to a new way of living, working and interacting, so we can all appreciate the difficulty of transitioning from childhood to adulthood for people with developmental disabilities and their families. This year, DDA provided over 1300 hours of transition support to 43 youth aged 17 to 18. Two successfully gained employment and others completed college applications while they honed their work, social, community and life skills. We also completed Year 2 of the Vancouver School Board pilot project. Ten students spent 3 days per week participating in community integration activities including community awareness, pre-employment skills, work experience and life skills training. Of the original group of students, four entered Jobs West for more job readiness training and work coaching and 6 will continue to receive community inclusion supports and develop other skills they'll need to reach their occupational goals. In partnership with the Vancouver School Board and Vancouver's CLBC office, we are smoothing the transition by supporting students to learn about the tasks of early adulthood at an earlier age. Like their peers, these teenagers are building their community lives and resumes.

JOBS WEST

Our Jobs West services experienced high staff turnover this year, primarily because their skills are in high demand and they can make more money elsewhere. In spite of turnover, Jobs West welcomed 204 new job seekers this year. Clients participated in vocational coaching sessions, learned how to build a resume, honed their job search skills, developed their life skills and received onsite job coaching. We support some people for a few months and others for multiple years. Due to the nature of these services, where people return after a job loss or may require additional job coaching, this year we served a total of 313 individuals, including follow-up.

Jobs West contracts with CLBC to provide employment services and subcontracts with WorkBC centers in seven catchment areas across Vancouver, the Tri-Cities area and Burnaby.

DAY PROGRAMS

DDA operates five Day Programs & one Drop-In Center to support those individuals who are not interested in competitive employment, work part-time and those folks who are now retired or live independently. 77% of our adult day program recipients reached their Individual Client Service Plan goals this year and others are still in progress.

75 of our participants took part in art classes this year and showed off their work at art exhibits that resulted in 63 artists selling their art pieces. Some of our artists have a following because of their outstanding work.

DDA's philosophy is for everyone to grow, develop and give back to the communities that support us, so it was in this spirit that our community inclusion programs spent 8,118 hours volunteering at 30 different local charities. Jobs included shopping for seniors, participating in the Green Streets initiative and feeding animals.



Through DDA's day programs, over 2900 hours of technology classes were provided to people with access barriers. We used iPads to teach classes like geography, tracing ancestors, playing educational games, connecting with friends online and we use iPad Apps to increase independence. When the COVID-19 virus placed all of us in social-isolation, we quickly transformed programming to online classes, Zoom communications, You-Tube videos and other creative solutions as we responded to individual and family needs.

Day programs added new music therapy and science classes this year to respond to client interest. To support online classes during COVID, we developed and issued activity kits to participants' homes. Folks particularly

enjoyed seeing and interacting with their friends online. Yoga was a big hit!

We ordered new iPads for the people who we support and were lucky to receive them from our supplier because of their immediate, high demand world-wide due to COVID. We were extremely grateful for our ability to switch to virtual and flexible services so we could respond to each individual's greatest needs during the time of crisis. Food Banks needed assistance with pick-up and delivery, so our Day Program staff stepped up and delivered groceries to some clients and families while maintaining social distancing. The people who we support and their families were all extremely flexible in adapting to the New Normal and we commend all involved for putting safety first during this adjustment.

The average age of our 238 center-based day program participants this year was 38 and our staff ranged in age from summer students in their very early 20's to seniors who are in their 70's, still making a contribution to the lives of others.



STARWORKS

Starworks, our social enterprise, began with 3 contracts and 18 paid production workers 20 years ago and throughout these years has employed a total of 85 people with developmental disabilities. Some workers stayed for only 2 to 3 years then moved on while others stayed for over 15 years and retired. This year the Starworks team exceeded their sales targets and kept everyone employed. We are very proud of Starworks' accomplishments!

COMMUNITY APARTMENT PROGRAM

DDA supported 30 individuals who range in age from their 20's to 70's who live in their Community Apartments. We increased supports to 3 individuals who are aging, losing independence and/or are in need of health care, to ease their transition to senior's assisted living services. We also developed individualized life skills plans for the four new people who we welcomed to independent living. The biggest obstacles facing the people who we support are aging/illness and access to affordable housing.

ADULT SERVICES

This year, Adult Services innovations focussed on technological supports and laying the foundation for increased hi- and low-tech applications and adaptations to assist the people who we support with training in communications, cognition, behavioral skills, life skills and entertainment. This increases client independence and gives folks freedom to access the internet to choose their own virtual activities.

Assistive Technology has become a sub-department that provided personalized Assisted Technology classes and 1:1 instruction ranging from simple fine motor activities to complex communication and cognition apps. Residents began incorporating iPads to assist in their cooking goals to get recipes, get exercise with online classes, facetime family and friends, watch movies and play games. Learners from various DDA sites came together during weekly social, interactive iPad games classes at head office to have fun and model social interactions using assistive technology to spark competition.

Due to a growing demand for sensory equipment, life skills development tools and engagement activities appropriate for each individual's unique needs, we have expanded our head office resource library full of fun stuff for people to try before we make an investment in high/low tech equipment for them. Some people will try something and refuse to give it back, so it is no small task to keep the library supplied. We will be expanding staffing and space for the Assistive Technology "Lab" next fiscal year.

We also continued our research partnership with JDQ, Mitacs, UBC and other research institutes to help our robot, Aether, learn, grow and develop skills for one more year through 2021!

ALCHEMIST

Alchemist is DDA's proprietary software that uses highly specified and attainable goals to promote high levels of goal achievement rates. This year, we developed a new SMART goal planning tool to use while creating each individual's service plan. Managers received training and implemented for this year's planning cycle.

Residential Goals
Achieved

91%

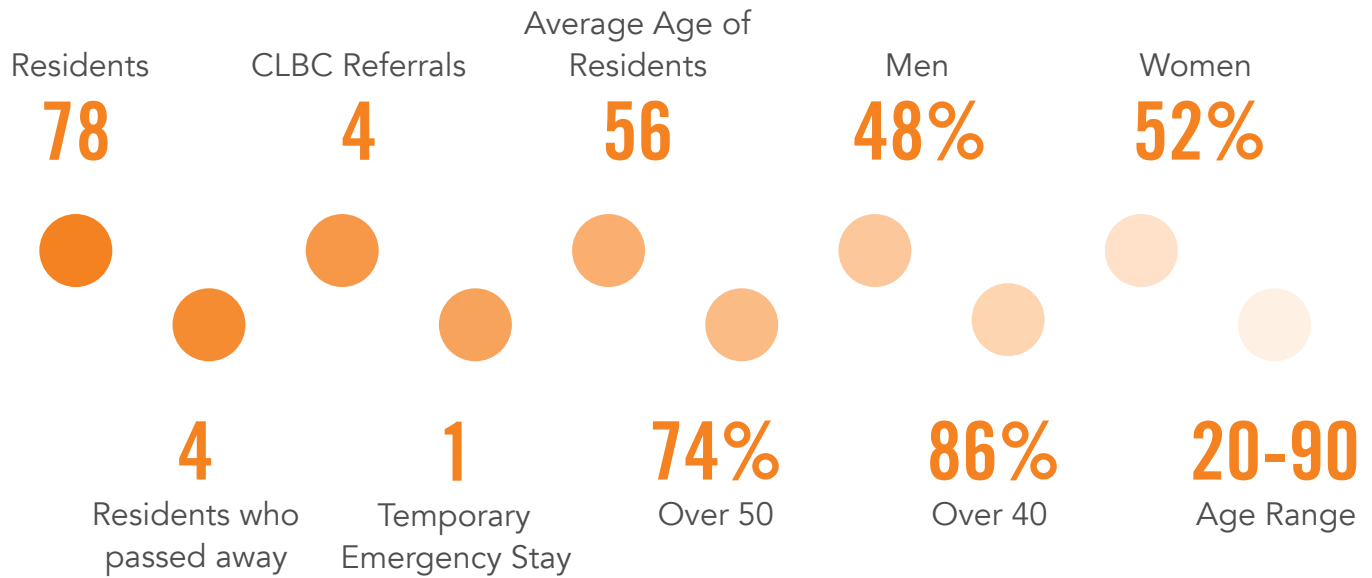
Achieved and Partially
Achieved

98%

Goals Attempted

100%





RESIDENTIAL SERVICES

Individuals supported in Residential Services have needs that are becoming more complex as they age. The number of people who require oxygen 24 hours per day, 7 days per week has increased as have tube feedings, catheters, diabetes management protocols and cancer treatments. Most of our seniors have been supported by DDA throughout their lives and were once active, young community participants who are now limited by their declining health, but until COVID-19 hit, continued to enjoy community life. Our biggest challenge is bringing increasingly frail people home from the hospital and supporting them in their rehabilitation, leaving staff to triage between hospitals, other community services that may or may not be available, families, regulatory agencies like Licensing, then training our teams to respond to complex medical needs. Ultimately, our goal is to embed the principles of a palliative approach to end-of-life care. This would include all health providers and stakeholders working together as a multidisciplinary team.

We understand and sympathize with high hospital demand but we do not receive funding to provide nursing supports. With access to group homes prioritized based on need, we are also seeing an increase in the needs of younger men and women who are referred, primarily in the area of behavioral supports.

In addition to our numerous business, employment, family and social enterprise contacts in community and through our vocational services, the residential services team is active in partnerships and community projects, with DDA representatives on the Vancouver City Persons with Disabilities Advisory Committee and Transportation, Accessible City, Social Inclusion,

Housing, Senior's Advisory and HandiDART User advisory sub-committees. Other such partnerships include hospitals, Special Olympics, UBC Medical and Dental Faculties, Elections Canada, Community Colleges, and other business, community, arts and disability organizations. Altogether DDA works regularly with over 200 community partners.

The Department's Bollywood dancing troupe was recognized by the Consulate General of India this year. Staff now represent DDA on a Namaste-Canada committee hosted by the Consular General. Residents also participated in 22 community events, some hosted by DDA. Residents in the community also increased their volunteer hours this year. Some received awards for their work while others more quietly tended their community garden plots or helped others. Our volunteers impress everyone with their skills, energy and contributions.

Residential staff and 4 summer students organized themed outdoor events on the Arlington grounds during 2019. Every week, 30 to 40 participants enjoyed listening to live music, doing art, acting in interactive plays and learning about health and relationships.

All this while we struggled to recruit staff. Our employees' work responsibilities regularly exceed the amount they are paid, which is determined by the Provincial Government. In spite of recent wage increases, we posted 79 vacant positions throughout the year in residential services. Recruitment, retention and engagement will continue to be a priority for us. We are limited in the number of contracts we can accept by our ability (or inability) to hire. Community Living staff are still the lowest paid employees in the public sector, below long term care aides or teacher's assistants.





CELEBRATING PEOPLE



We need to educate the public to advance community inclusion! We are good at celebrating people at DDA so we want to do more to celebrate the achievements of the people who we support. Still, we cannot go without expressing our gratitude for the talents of the staff who support our people and our Board of Directors, who volunteer their time envisioning better futures for people with disabilities, better systems of accountability and better methods of meeting individual needs while pursuing ever-changing ambitions.

Particularly with the unexpected onset of COVID in March, we expanded communications to offer more information to families via the internet and connect them to community services, get tips in parenting, behavior management, working with schools, negotiating with CLBC and so on. We also hoped to offer more general parent training online and connections to other internet resources.

COMMUNICATIONS

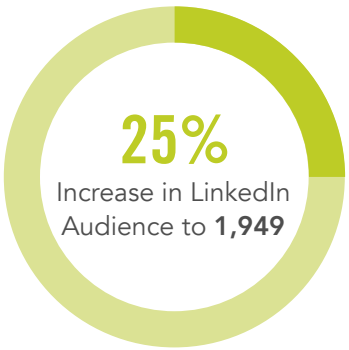
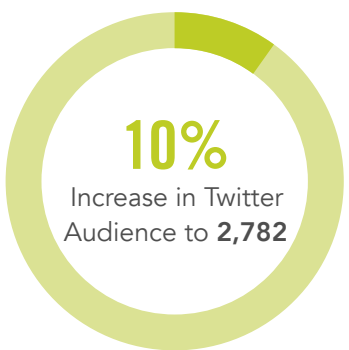
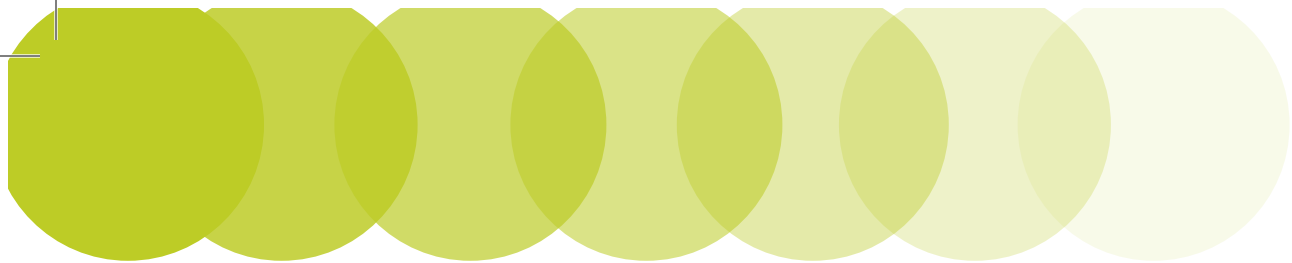
Our goal in Communications is to conduct promotional campaigns and to educate the public to advance inclusion, spread research, inform advocacy and promote recruitment. To this end, we moved to enhance engagement in DDA's social media channels by aligning our brand with a variety of local and global initiatives through banners, imagery and tagging. We celebrated special days such as Global Accessibility Awareness Day, Chinese New Year, International Nurse's Day and many

more online. We also held our annual Chinese New Year lunch at Head Office in February and celebrated at sites and in the community as well as participating in other events held by the many cultural groups living in Vancouver.

Celebrating a diversity of events and people shows our "brand" in all its colors and enables us to connect with broader audiences. As members of the community, people with developmental disabilities reflect the diversity of Vancouver, with people from every country in the world, every religion, ethnicity, culture, sexual orientation – this is what makes our corner of the world so dynamic. So it is at DDA, where we can draw on the best from a diversity of talents to reach our goals. The biggest impact of our social media focus has been in Facebook, where our followers increased by 20% in 6 months.

We also created a DDA Instagram profile, which is just starting to grow. We are posting high-quality content and have a link to a newly created Infant Development Program page with custom branding for their services. We launched a LinkedIn page for Starworks, which continues to post content and recognitions like Starwork's accreditation by the Better Business Bureau.

We earned media attention this year by issuing 3 press releases to increase DDA awareness in local and national media and succeeded with over 250,000 media impressions across BC and Canada. One press release about the increased bullying tolerated by people with disabilities yielded an interview on Fairchild TV and



CKWX. The story got picked up as far away as Montreal! We also re-launched the Starlight newsletter for DDA staff and distributed copies to all sites before the end of the fiscal year. This vehicle provides information to update staff and communicate any organizational changes and employee news.



STARJUMPER ENTERPRISES

The Association lost a valued staff team when Starjumper Enterprises received notice ending our contract with Value Village in November, 2019. We offered re-training and jobs rather than layoffs to our staff. Four drivers selected this option and offered us the opportunity to test our new Basic Training online training program, combined with in-person instruction and practicum placements at various sites. Three drivers completed the program and continue in their new positions. Still, we miss the parades, events and promotions that we also used to promote the abilities of our people. This was a difficult job to assume without having a business

to promote before the onset of COVID-19 and has now become impossible. The role of community opportunities and involvement has been stifled for all arts, social, cultural, religious, ethnic, political and other events and everything is going online.

Our employees did another excellent job throughout the year and responded almost in unison to new public health guidelines stopping the spread of COVID before anyone became infected. The virus did infect one DDA group home and spread to some staff partners but everyone got back to health, thanks to the dedication of our front line employees.

HUMAN RESOURCES

Recruitment and retention remains a key area of focus for our Human Resources Department. Our turnover rate this year was 17.9%, below the Community Living average of 19.22%, but still high

Almost half of our employees have worked at DDA for over 5 years and about half have worked less. About 1/3 of employees have worked at DDA for over 10 years.

Turnover is much higher with newer employees. 46.8% of the employees who left had worked at DDA for less than one year. This indicates that they received a higher paying job offer or quickly realized the job was not for them. Turnover is highest among casual vs. regular employees – their turnover rate is 28.6%, dropping to 15.6% with part time staff and 12.9% amongst full time staff.

To aid recruitment, we purchased and implemented ADP's Recruitment platform to give hiring managers instant access to applications. We participated in 12 job fairs and hired 33 summer students with 8 remaining at DDA. We revised our DDA General Orientation (GO) so most of the content is now delivered on-line so in-person orientations can be more focussed and personal. This turned out to be timely with the onset of COVID restrictions.

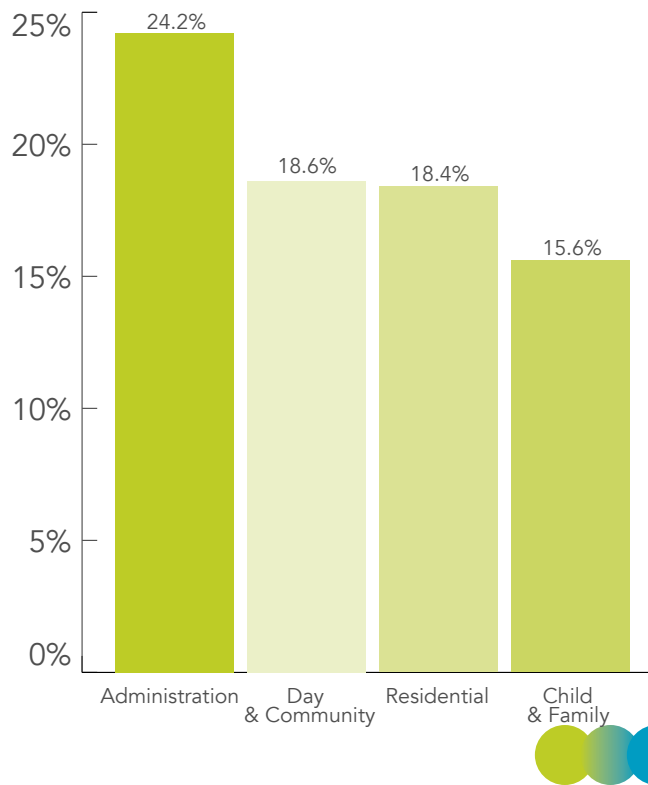
Staff completed 3157 Relias courses in total this year, including 1,110 courses required by DDA and 2047 courses assigned by a supervisor or out of interest. The Child and Family Services Department offered 38 workshops. Professional development by IT staff included cloud platforms like Azure and network security through LinkedIn learning courses, webinars and conferences. We also continued with our regular all-Managers meetings and offered training at each along with a chance for networking and building comradery.

Regular communications with the BCGEU allowed us to resolve issues proactively and resulted in only

one grievance all year, easily resolved. A study of the sector by WCB surprised them with the high number of injuries in the social service sector, so along with CSSEA they established a Safety Council where DDA has representation that recommends training and other resources for sector employers.

As we look toward the future we must protect our human resources and ensure we will be able to continue to recruit good staff. This is a top priority because, without our employees, we cannot deliver services or support anyone. The other top priority is to ensure DDA maintains and builds on its strong financial foundation well into the future.

TURNOVER BY DEPARTMENT





PROTECTING OUR FUTURE



The drama of Value Village/Savers and DDA continued from past years but in March, 2019, Bloomberg news reported that “Savers LLC, the biggest for-profit thrift-store chain in the US is preparing to hand the keys to a new set of private equity owners...to back about \$590 million second-lien loan as part of the refinancing.... Moody’s cast doubts in October 2017 on whether Savers could meet its 2019 debt maturities, citing weak liquidity and an untenable capital structure”. They did meet their debt, but only after one of their creditors took effective control over the company.

We attended the Savers’ Partners’ Meeting in Seattle in May and the tone was far more serious and desperate than in previous years. The company had all new leadership and no option but to create cost-savings to beef up the bottom line. The business was also changing – countries that were previously happy to accept bails of Savers’ cast offs were feeling more like dumping sites than markets and governments were cracking down. Inefficiencies in Savers’ operations were challenging to overcome. Stores in the US were closing and new store plans had been shelved. The future did not look good.

On July 30, 2019, we received notice from Value Village that they would no longer accept goods from DDA, effective October 18, 2019. Rick Hamilton, Chair of the DDT Board, recommended wrap up of the business. There was no point in adapting the business to do anything else and we could start another business in the future if deemed profitable. To wrap up, we gave 8 weeks’ notice to our staff and offered them alternatives,

negotiated the cost of early termination of our truck leases, sub-let the donation station and sold our bins and locations to Big Brothers. Our long-time Director of Operations, Deanna Barlow, retired on September 13 and we still miss her energy and entrepreneurial spirit.

We reorganized and further integrated HR, Payroll and Finance processes, implemented ADP, created an administrative assistant position for the department and moved online. Luckily, we completed the integration of systems and personnel before the onset of COVID, so department staff could complete all Payroll and Finance functions from home. We will be renovating the department space to expand and make the working environment more spacious and comfortable.

FINANCE

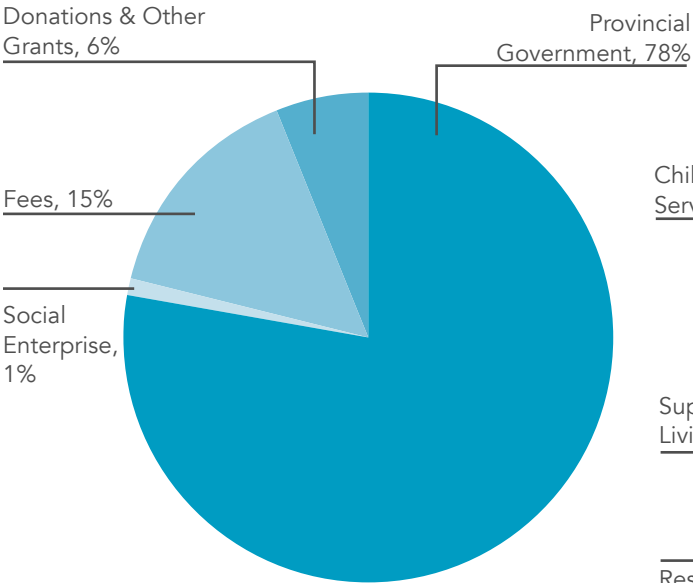
After 10 years with our investment management firm, we put our business out to tender this year to ensure our finances would yield us maximum returns while ensuring our money is safe. We were very fortunate to have board members with expertise in this area who gave us the confidence to move to a new firm with an excellent track record. So far, the results have been excellent.

Our Finance Department maintains and monitors all contracts, is responsible for budgeting, financial reporting, payroll, audits, insurance, recording donations, grants, legal, real estate and with the Finance Committee, investment portfolio management, reporting all financial regulators and ensuring that

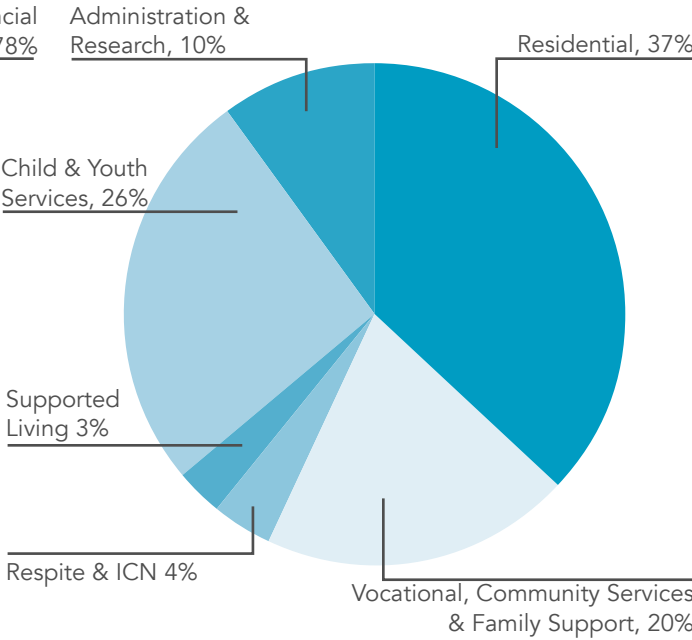
DDA is in compliance with CRA, the Societies Act and other external administrative entities. This year, the department managed the financial aspects of the closure of business operations for the Trust, successfully completed several external audits and in addition to ADP, implemented a new system (SUMAC) to store donor, member, family and client information.



REVENUE



EXPENSES







**DELIVERING
EXCELLENCE**



DDA is becoming well known for our innovations and the high quality of our services, not just locally but in the USA and internationally. Our senior's outreach program, targeted at aging adults with developmental disabilities and their elder parents, provides holistic outreach that includes the family unit, connects elder parents to community services to support their independence, and plans for the long-term future of their elder son or daughter. This prevents emergencies when parents need hospitalization or if they suddenly pass away because we develop these plans in advance. The program keeps families together longer and keeps adults out of inappropriate emergency settings like psychiatric units. Our presentation about the program was well received at the American Association on Intellectual and Developmental Disabilities (AAIDD) Annual General Meeting and later, at the International Association for the Scientific Study of Intellectual and Developmental Disabilities (IASSID) Conference. DDA was also represented on the AAIDD delegation to Spain. Later in the year we were pleased to welcome a delegation of service providers from Ohio and Pennsylvania who were joined by Barbara Merrill, the CEO of ANCOR, the national organization that represents American service providers and lobbies for funding and systems change in Washington DC. We had one day of knowledge exchange where we learned from each other and they enjoyed touring our sites. They were particularly interested in Alchemist, our proprietary case planning and costing software and our Assistive Technology services. We were asked to present

Alchemist at ANCOR's AGM but this was cancelled due to the COVID pandemic.

Our Information Technology Department continued to focus on cost-effective hardware and software solutions and timely technical support. IT also worked on projects with various departments and moved the DDA network to the cloud via virtualization and investment in cloud applications that keep our data in Canada. We added over 120 hardware units to our inventory and configured online back-ups for remote sites and head office – assisted with a \$3500 US credit from Microsoft.

The Department also rolled out a new CRM in June 2019, called Sumac, which documents all DDA constituents. Sumac assists in targeted communications with constituents (such as members, donors and family contacts) and streamlining online donations and membership renewal payments. IT led a review of paper files stored offsite with Iron Mountain, allowing us to destroy over 400 boxes of redundant files and save 50% on our storage bill. The IT Director sent out a Request for Proposal for DDA's cell phone mobility services and received responses from Telus, Rogers and Bell. Bell were the successful proponents by presenting a good plan which resulted in a 33% reduction in our monthly mobility bill.

The momentum of our innovations – online, in the cloud and (after COVID) going more fully virtual in staff



training, community service and adaptive technology – will keep us on the cutting edge for some time to come.

All of our technological expansions and improvements made it possible to very quickly adapt our services during the COVID lockdown to the point that we did not close programs. Much of this was due to our stock of PPE (Personal Protective Equipment), particularly in Residential services. We were quickly able to set up for remote work as IDP went online with staff successfully working from home, joined by most of Head Office, Accounting and Communications. We deployed required web conferencing and team collaboration apps. We also monitored the capacity of our systems to deal with online visual and remote access and made adjustments as required.

We monitored COVID-19 when the virus first spread through Wuhan, China and assumed it would arrive in Vancouver since we are only 10 hours away. On March 9, 2020, we decided to cancel most residential activities and organized COVID training for our managers, site and head office staff. Still, we did not anticipate the force with which it would hit and how hard it would be to stop the spread from one group home to another, particularly since our casual staff often work at more than one site. We also discovered that, due to the high cost of living in Vancouver and Richmond and their low wages, many of our employees worked 2 to 3 service jobs, some in long term care, increasing their risk of exposure and spread. Within days, we had a total of 16 clients, staff and some staff partners sick with COVID. We had to ensure that staff did not spread the virus to other care sites. With a group home to fully re-staff for a recovery period of at least two weeks, we were anxious about the consequences of more infected sites. Our scheduling department spent days re-vamping site schedules and responding to cancelled vacations and other requests. With very high PPE requirements to keep staff safe, our residential teams scoured every

corner and accessed every contact to keep our shelves stocked and we succeeded!

All the people who we support, their families and our staff have been very creative and patient during the long period of social isolation all of us endured. For some, this was easy and for others, more difficult. New routines and changes in activities required additional resources that addressed personal safety in the community. Virtual connections and events replaced community connections, friends and family visits. We were also posed with a new philosophical question: “What is community inclusion when everyone is social distancing, working virtually, wearing masks and unable to gather in crowds?”

COVID emphasized the importance of following standard precautions, physical distancing, staying home when people feel sick, hand washing and wearing PPE when required. Communications, IT and HR provided excellent support to departments to ensure our employees maintained safe working environments. HR also provided valuable support to employees affected by COVID-19 through communications with WCB and Service Canada. Due to the closure of non-essential child care centers and other non-essential services, the HR and payroll departments processed 291 Leave of Absence requests as temporary lay-offs almost overnight.

We have overcome challenges before and we will continue to do so in the future, as DDA evolves, grows, moves and transitions into an always-uncertain future. Everyone – in the world – is in a fight together against a potentially fatal contagion. One of the big lessons of the pandemic is that we have an amazing community of people associated with DDA who have big hearts and don't even need to be asked for their support. In spite of our new cultural 'normal', we will continue to explore new methods of inclusion and help each other reach our full potential together.

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