



COVID, COMMUNITY, CLIMATE CHANGE

DEVELOPMENTAL DISABILITIES ASSOCIATION ANNUAL REPORT

2021/2022



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BOARD MEMBERS



Ian Tasker, President



Ted Bruce, Vice-President



Julie Mantle, Vice President



Ronda Kaliner



Devinder Sekhon, Treasurer



Sue Hargrave, Director



L.J. Eiben, Director



Debbie Aarons, Director



Julie De Cotiis, Director



Alanna Hendren, Executive Director



PRESIDENT'S MESSAGE

Doing the Impossible

Ian Tasker, President

I wish to begin my report by acknowledging the spirit of all involved within the Developmental Disabilities Association.

Despite another year of restrictions imposed by state, medical associations, and international agencies, DDA has continued to operate effectively, keep everyone safe, and continue to make lives better. The board members and I are proud of your accomplishments. Thank you for your fortitude, willpower, discipline, and the care that you have demonstrated. You are a great team!

We would also like to provide a special acknowledgment and thank you to Alanna Hendren and Deanne Ziebart who have completed 25 years of service with DDA and Shazia Jafri who has reached her 30-year milestone. Now that's a commitment for you!

As a result of an operationally excellent Association, the board is able to primarily focus on a strategic and governance framework.

From a governance perspective, the board has reviewed the Association's robust Risk Management plan and wonderful CARF Accreditation report, very impressive to say the least!

The board has simplified the governance structure between the DDF and DDA by updating constitutions and by-laws to ensure compatibility, protection, and accountability.

We reviewed the DDF and DDA investment policy and are pleased to acknowledge safe and healthy reserves. We have also been working on increasing our membership by improving on ways to attract and orient excellent new board members.

We have discussed the Recruitment and Retention Plan, having explored immigration assistance options and requested dialogue with various MLAs and MPs in order to discuss the demographic and compensation disparities that exist as an organizational challenge and priority.

Being a Global Champion means that we "set the example" and we will always improve if we acknowledge change is constant and innovation is essential.

In 2022/23 we will be adapting to \$10/day daycare, a "Hub Model" system, and Union wage negotiations to name the "known" changes.

Have confidence that whatever the challenge of the day, month, or year, we will prevail because we have the experience, the leadership, and the will of people to develop and realize a clear and beneficial vision for the future of the DDA.



EXECUTIVE DIRECTOR'S REPORT

This year was all about direct service delivery in a time of COVID so all of DDA focused on supporting infants, children, adults, and their families. We are happy to report that we lost no clients or staff to COVID but two years of social distancing, masking, super-cleaning, and PPE was not easy for any of us to endure. Unexpectedly, we also had to struggle through a Heat Dome, Polar Vortex, and several Atmospheric Rivers, making life difficult for everyone on the Lower Mainland. Throughout it all, our staff kept everyone safe, active, and healthy.

COVID

Infant Development consultants adapted to working from home and delivered virtual supports to families, allowing them to gain skills. This tested their flexibility in providing high-quality services. Face-to-face interactions that took place in parks during COVID resumed on-site and in family homes once Public Health regulations eased. Some group programs that were discontinued during times of Public Health restrictions like the Premie Support Group moved onto ZOOM in 2020 and continued with blended models because parents liked the idea of attending without having to pack up an infant and drive or take the bus to a fixed location. This option also gave families more choice in speakers because they were more easily booked for online sessions.

IDP referrals dropped drastically early in the COVID epidemic but by the end of the fiscal year, a wave of

new referrals came in all at once, making up for the lost time.

Child and Youth Services continued through COVID waves and built back up to full capacity after the first surge closed everything but child care for essential services workers. Many parents had fears about their child's safety. The children now in our early years programs have only known a world with COVID-19. Each site implemented increased safety and sanitization protocols and procedures to keep all children healthy and safe.

Community and Employment Services spent the first eight months of the year getting everyone vaccinated. Many families have English as a second language, don't have computers, and needed assistance to register their adult son or daughter (and themselves) to get to appointments. The pandemic did not stop DDA from participating in four virtual art shows and we added a page to our website displaying our artists' works for sale

at <https://www.develop.bc.ca/news-and-publications/dda-artists/>.

The department continued to deliver online content to clients, mixed with on-site attendance within Public Health guidelines or outreach supports.

Residential Services were all out of lock-downs until two staff tested positive for COVID in spite of being fully vaccinated in November 2021. Residential clients and staff were vaccinated in February and received their second injections in May. We had two more outbreaks of a variant in May 2021 but everyone was out of isolation by the end of the month.

After a few relatively low COVID months, 44 staff and residents tested positive in January 2022, 42 in Residential Services. All residents and staff received boosters but we were back to full PPE at four sites. Everyone had much milder illnesses and we did not experience staffing shortages as we did in the first waves. The unpredictability of the pandemic caused us to update our COVID policy and protocols three times during the year, just to keep up.

All staff continued to work in unpredictable, demanding conditions. Switching between full PPE and street clothes became second nature to some staff teams but in spite of limitations on outings, residential staff stretched their creative energies to involve clients in making music, singing, dancing, exercising, celebrating, holding ZOOM parties, playing video games, using iPads to Facetime friends and family, play online games and take online courses.

The Red Cross accepted DDA's application for free rapid test kits so staff and residents could be tested before symptoms were visible. Funded by the federal government, kits were extremely helpful during the Omicron wave because residents did not have to drive somewhere to stand in lines to get tested. Thankfully, by the end of the fiscal year, staff and clients were out

enjoying themselves, getting back to their old routines as Public Health restrictions lifted.

Community

DDA was pleased to sponsor and co-host three of the 14 City of Vancouver Accessibility Dialogue Sessions that were set aside for people with disabilities, their families, and community service providers. Vancouver City Council received the interim report on the development of Phase 1 of the Accessibility Strategy and approved another \$200,000 for the project to support accessibility priorities reflected in the community consultation. DDA has a seat on the Accessibility Task Force and Persons with Disabilities Advisory Committee. The Vancouver Accessibility Plan will incorporate this work as they prepare for growth and change in Vancouver over the next 30 years. Their top priorities are to:

- Provide affordable housing rental choices
- Protect ecosystems and biodiversity
- Add accessible public spaces and parks
- Locate new housing close to jobs, shops, and transit
- Provide childcare closer to where people live

Mayors of most B.C. cities also asked the province to get more involved in providing public housing to the 2,000+ homeless people sleeping on their streets.

DDA senior staff maintained very positive, long-term relationships with the Vancouver School Board, health care services, municipal governments, businesses, Parks and Recreation Departments, and other community agencies. Over 60 staff participated in Truth and Reconciliation training via Zoom with Harley Eagle over eight weeks so we learned what we should have known long ago from a master storyteller and trainer. We spent the year celebrating the holidays, cultures, and histories of the countries where our clients and staff are from – all great reasons to have a

DEPARTMENTS

and senior management team



EXECUTIVE DIRECTOR
Alanna Hendren



CHILD & FAMILY SERVICES
Andrew Roets



COMMUNITY & VOCATIONAL SERVICES
Deanne Ziebart



RESIDENTIAL SERVICES
Donna Cain



RESIDENTIAL SERVICES
Tasia Alexis



EMPLOYEE DEVELOPMENT
Stephanie Rich



ASSISTIVE TECHNOLOGY
Keegan Newberry



INFORMATION TECHNOLOGY
Joe Grilo



FINANCE
Shazia Jafri




HUMAN RESOURCES
Graham Chaplow



COMMUNICATIONS
Evan Kelly





party. We have a tradition of cultural diversity at DDA and enjoy learning about each other. When so many people from so many places converge and combine one another's strengths, we can overcome any challenge. Inclusion took on a new meaning during COVID – we realized that inclusion is not necessarily physical while we created virtual networks where people were active and belonged. We appreciated the moments when we saw one another in person. We relied on each other and got through with no casualties. DDA cannot be separated from its people – clients, families, staff, supporters, board members – or our community – the various neighbourhoods within villages within Vancouver and Richmond.

Climate Change

A “Heat Dome” sat over the Lower Mainland of B.C. in June 2021, causing an extreme, record-breaking heatwave that posed an extreme threat to physically vulnerable people. Luckily we managed to purchase portable air conditioners for all group homes and implement cooling strategies to keep everyone healthy and safe.

In late November, an “Atmospheric River” dumped so much rain on the Lower Mainland that we were cut off from the rest of Canada when all major routes from the east were destroyed by flooding and rock slides. One

of our Richmond residences needed precautionary sandbags, which prompted us to develop a flood plan for all our Richmond properties.

The Atmospheric River and microchip shortage that resulted from interrupted supply lines caused major delays in receiving IT hardware, materials and resources from suppliers. Between COVID and disrupted supply chains, several of our regular Assistive Technology specialty suppliers were forced out of business so we had to seek out new sources, purchase parts and make adaptive materials ourselves. This all came at a time when demand for Assistive Technology resources was highest because COVID precautions were still in place. Yet another challenge was overcome.

In the early hours of December 30, one of the main water pipes burst in the upper levels of our Kids at G.F. Strong site. On the same evening, the sprinkler system burst at one of our group homes to the point of requiring replacement. A “Polar Vortex” had plunged the Lower Mainland into a deep freeze, so pipes burst as the water froze and expanded. We offered alternative locations to the displaced families at GF Strong and resumed their services in January. Luckily we had vacancies at other locations. A great deal of work is required to find places for 40 displaced children but the GF Strong team met the challenge.

EARLY LEARNING

Infant Development

The Infant Development Program adapted its services to working from home, delivering virtual support and consultations to families during COVID. They also met with families who needed face-to-face supports in parks or other outdoor spaces. Many families who used virtual supports realized this gave them another option that proved more convenient. By the end of the fiscal year, we developed safety protocols to resume face-to-face consults on-site and in homes but gave families the option of dialing in virtually.

Since flexibility was the order of the day, IDP staff overcame their limited-space challenges by creating a better booking system and using the new Fraserview Child Development Center to visit with some families. Although the staff was forced to discontinue some programs due to COVID, they moved the Preemie Support Group to Zoom so parents could continue to get the support they needed.

Fir Square

This IDP program at BC Women's Hospital continued providing in-person individual supports and a weekly Infant Massage Group. They follow women and their infants as they transition to the community, which has prompted an increase in IDP referrals and seamless services to families.

Seventy percent of families surveyed did not have children pre-COVID, so they have only known our virtual services but they began to experience some visits by the end of the fiscal year. Ninety-five percent of families surveyed reported that the adaptations IDP made during COVID were effective in supporting their family.

By the end of the year, the Board approved the expenses associated with new database software to replace the archaic old, custom-made program developed at UBC that had been in use for decades.

IDP by the numbers:

388

new referrals

192

intakes

4453

hours of
direct service

3-6

month
waitlist

84

physio-
therapy
consults

Fostering Early Development (FED)

This program, designed to assess children in foster care for developmental delays and refer them to appropriate supports, expanded to include children who are not living in foster care. In this way, we are supporting MCFD to assess children who have protection concerns but continue to live with their biological families. The staff is now returning to in-person visits but this reduces the number of consultations they can make in a day.

The provincial government also held consultations to determine the best way to provide services and ensure fairness between children with autism, who receive very generous individualized funding, and children with special needs who have other diagnoses. A change in the model would provide children with special needs with the supports they need, not funding based on their diagnosis. After these consultations, MCFD announced a new "Hub" model, modelled on IDP – where families can self-refer without any diagnosis and obtain referrals to appropriate professionals or services that can help them. Forty-five Hubs are envisioned provincially, providing services for children with special needs from ages zero to 19.

- Assessments
- IDP
- Therapies
- Behavioural planning and intervention
- Family support
- Special needs childcare funding approvals
- Respite
- Psychological and case management
- Daily supports
- Access to professionals and experts

Hubs will contract out specific services to community agencies but Hub service delivery will be challenging

because these services and professionals have never worked together under the same roof (or policies) before and a new, more positive culture will have to develop while services are being integrated, including the integration of back-office functions. DDA will work with other Vancouver agencies to support families as best we can. Hubs are set to be fully operational by fiscal 2024/2025.

102

Children screened

215

Total developmental screenings

14%

Identified with a developmental delay

9

Carergivers who completed FED online training

2

Circle of Security parenting groups

13

Foster caregivers attended Circle of Security groups



Child Development Centres

After a great deal of planning, we opened our 9th Licenced Child Development Centre, adding 49 new spaces at Sir Sandford Fleming School in partnership with the Vancouver School Board and the City of Vancouver. Since the government announced that child care will be moving to the Ministry of Education along with the implementation of \$10 per day child care, we will soon be partnering with them. Child care will essentially be moving from a free-enterprise private model to a government-subsidized model.

UBC completed phase two of Berwick's renovation, allowing us to increase service hours for families with the addition of kitchenettes and new nap rooms. Berwick was DDA's first special needs child care center so it needed major repairs and a facelift. We are fortunate that UBC agreed to fund the project.

Our families survived temporary child care closures in the early days of COVID but many were reluctant to risk exposure to other children. As Public Health orders began to lift, children slowly returned and filled our centers again.

ADULT SERVICES

When COVID first impacted employment in Canada, federal funding was provided to people who had lost their jobs because of the pandemic, and additional funds were added to provincial disability benefits. The extra money made a huge difference to folks who generally live in poverty, so advocates lobbied to make the increase permanent. Legislation was introduced in Parliament in July 2021 to increase benefits to people with disabilities but the legislation delegated the job to people who will write the regulations, so it is impossible to determine what the legislation represents. By the time the regulations are finalized, a new government could be in power, so there was no real cause for celebration.

Family Support

We served 184 families of children and 181 families of adults this year. Family support groups continued throughout COVID, primarily over Zoom. By the end of the fiscal year, two groups resumed in-person meetings. Family Support staff created a tutorial on how to complete and register Representation Agreements. They also took the time to deliver 35 hampers to families and clients in need. We also continued our senior outreach program to ensure that aging families received the services they needed to stay together.

Resources include connections to other community professionals or supports like soccer camps, therapists, or useful information about parenting. Financial support includes applying for available funding or disability benefits, estate planning, applying for tax credits, and providing information about RDSPs. Staff also provided support with grief and loss, education, psychology/behaviours, and employment issues.

DDA's Family Support program is not funded by CLBC or the government so staff can provide confidential services and advocate for families without placing themselves in a conflict of interest. The service is provided to the community at no cost to families.

Of 115 families of children, 17 did not use respite caregivers but 25 families were able to secure MCFD direct payments temporarily in lieu of supports.

Respite Services

COVID seriously impacted Respite Services because families and caregivers had to limit their contacts to their home "bubble." Of 73 adults and families served by DDA's Respite program, 35 did not use our services.

Types of services delivered:

To families of adults

53%

Service planning

22%

Resources

17%

Financial

To families of children

4%

Service planning

23%

Resources

79%

Financial

Community Services

Space: After a 21-year-long tenancy, our Grandview site was compelled to move because the building was sold to owners who wanted to move in. In spite of any COVID restrictions, leasing rates increased throughout Vancouver almost beyond our ability to pay. It took staff two years to find a somewhat affordable, appropriate property where the day program could move. CLBC does not fund new site development, so we were fortunate that the DDA board contributed \$180,000 to renovate our new location to better meet client needs. Waiting for permits took until the end of the fiscal year. We were also grateful for the temporary use of space at our Kaslo site throughout this long process. The high price of space in Vancouver will continue to limit our potential for growth.

Services: Day Program services operated throughout the pandemic by working more directly with families, implementing an extremely flexible model based on individual and caregiver needs to the point of delivering groceries during COVID lockdowns. Satisfaction ratings remained high so we must be on the right track. Staff developed new hybrid models of service delivery and new program content that was incorporated as COVID regulations were lifted. Staff worked creatively to deliver fitness, life skills, and group classes to meet client goals. Everyone improved their tech skills and increased their independence.

Drop-In: By mid-year, the Drop-In could again offer evening/weekend programming and many more activities as the community opened back up again. Then Omicron hit. Maintaining flexibility in services kept staff creativity high and everyone safe. Because the Drop-In is by definition so flexible, the Main Street location was very active during COVID and continues to meet the needs of 75 participants.

Intakes/Capacity

24/40

Youth transition

2/29

Community Apartment Program

2/75

Day programs

22/73

Respite

Drop-In by the numbers

146

Community centre visits

1678

hours of Zoom classes

2055

hours of outreach

1922

hours of volunteering



Jobs West by the numbers

174

Total job placements

157

Active clients

24

Volunteer

331

Clients served

122

Host businesses

18

Wage subsidies

110

New clients

104

Paid placements

28

Work experience

Jobs West

We celebrated local company Allteck during September, Disability Employment Awareness Month in BC, by presenting them with our Employer of the Year Award. Allteck specializes in electronic transmission and distribution services. We also partnered with the Immigrant Services Society to design a curriculum and teach best practices to develop the skills of digital literary trainers who teach clients about personal computers. This training improved client life skills, increased their employability, and connected them to apps that increased independence. We have now trained four staff, with more to follow.

Starworks by the numbers

34

Customers

130,000

Tie wires produced for BC Hydro

12,450

Energy saving kits for low-income families packaged

12,392

Educational kits for Indigenous communities packaged

Starworks

We renovated our space to maximize our production area at Starworks, resulting in the highest sales in its history. Sales increased from 2020 to 2021 by 44%. We employed 25 Production Workers who worked 15,891 hours and earned a total of \$248,690. Starworks has never received funding from CLBC or the government, although BC Hydro has been a very long-term customer, for which we are very grateful!



Home Share

New Home Share hosts were hard to find, particularly in Vancouver where space is at a premium and most people live in small high rise apartments. Even though some families chose DDA as their preferred home-share provider, we could not meet any new requests. We had to relocate several existing clients because providers moved out of the region or decided they no longer wanted to provide housing and supports. Only 12 residents now remain in DDA-administered Home Share. There is room for program expansion but CLBC's reimbursement model is set far too low for Vancouver. We do not expect any growth opportunities in Home Share unless rates are increased significantly but the

providers who support our Home Share residents did exemplary work throughout COVID, as they do today.

With the loss of community activities due to COVID, life skills workers added social connections and additional visits to keep people stable in their homes. Several of our senior clients also required multiple health services and coordination of virtual or in-person medical care.

Community Apartments

Three of our clients were evicted due to property sales this year, so staff worked hard to find suitable new homes for each in a very tight rental market and time frame. Otherwise, staff provided outreach services to 28 program participants. Two clients moved out of our region and were replaced with two new residents.

Residential Services

COVID had the biggest impact on Residential Services, keeping clients socially distanced in their own bubbles with staff sometimes covered in full PPE for two years. Some residents became ill with COVID, isolated within their homes, and received personal care from staff who were hard to recognize in full PPE. Staff became ill, even after they were fully vaccinated. This was not “community” living but it was consistent with Public Health orders for everyone in the province.

We were very grateful to residents and staff for our 100% vaccination rate. The staff worked hard to keep everyone as engaged and happy as possible. Our Arlington property hosted several outdoor gatherings in its park-like yard. Staff and residents celebrated Indigenous Heritage Month, Asian Heritage Month, India’s 75th Anniversary of Independence, Black History Month, Earth Day, International Women’s Day, Cinco de Mayo, Anti-Bullying Day, Eid, Japanese Cultural Day, Jazz Day with lessons, Country and Western Day with a hoe down and line dancing and Right to Vote Day, in addition to statutory holidays and religious celebrations. Everyone learned about what the day represented, danced to its music, sang its songs, ate themed festive food, and appreciated one another all the more. Summer celebrations would not have been so much fun without the help of 18 Canada Jobs Summer Students who celebrated with us.

Residents also enjoyed learning over Zoom. The UBC Musqueam leader held a Traditional Button Blanket

ceremony and educational event via Zoom for residents and staff. A new employee’s family living in Paris hosted a Chinese New Year party by sharing their traditional festivities via Zoom with us for a truly international cultural immersion. Residents gathered in King George Park for a Christmas Party and Dance in December. Good times were had by all.

In September, Arlington sponsored an Election Rally, with an educational component about political parties and their views on disability and democracy that

included guest speakers. Residents practiced voting using mock ballots and Supported Living residents completed two election videos where clients spoke about issues important to them like climate change, the high cost of housing, employment, and civil rights.

We also used the slower pace over COVID to do some maintenance and

renovations to some of our homes because our housing and residents are both getting older. We completed our upgrade of Arlington, including the addition of a paved area in the yard so people using wheelchairs could more easily participate in events. We had burst pipes fixed, renovated the basement suite at Worthington, and installed four stairlifts so our less mobile residents could have full use of their homes. In spring 2021, we replaced seven old vans with new vehicles that all arrived on the same day. Residents and staff arrived to claim their new wheels and drove them away with big smiles on a sunny day.

Top 5 goals in Residential Client Services

Participation and choice in leisure and recreation

Friendships and an active social life

A minimum of 4 family visits per year

Maintaining independence and self-care

Improving abilities by using customized technology

The background features a series of overlapping, wavy, organic shapes in various shades of blue, ranging from light sky blue to a deep, vibrant teal. The shapes flow from the top left towards the bottom right, creating a sense of movement and depth.

ADMINISTRATIVE SERVICES

Human Resources, Recruitment and Retention

As the Canadian Baby Boom generation retires, there is only one new worker entering the workforce for every two who are leaving. This workforce ‘bust’ has made recruitment a major challenge ever since COVID hit – in all occupations but the impact is disproportionately felt in the caregiving professions – health and social services. Retiring Boomers will not be working but will instead need more and more medical and caregiving services. Demand for social services generally increases during periods of economic insecurity and this continued as COVID regulations were relaxed.

Women, who do the majority of caregiving work, left the workforce during COVID and continue to leave to care for their families at home or for themselves. The current age 24-45 female demographic has dropped considerably from previous generations. All health systems were stretched during COVID and will continue to experience shortages of professional and specialist personnel for the foreseeable future. As demand increases and the supply of qualified workers decreases, service costs will increase as well. The global market for health professionals will remain high, offering workers more lucrative opportunities elsewhere.

DDA's overall turnover rate for the year was 18.9%, lower than the sector average of 21.7%. Turnover in Child and Youth Services dropped from 15% in 2020 to 12.6% in 2021. Community services remained challenged at a turnover rate of 19.5%, as did residential, at 20.9%.

In order to better meet our current needs and future requirements, we developed a Recruitment and Retention ‘Realignment’ Strategic Plan to:

- Complete the change to a new scheduling system
- Continue to develop online orientation and training content
- Improve policies and practices at every stage of the recruitment process
- Show our staff our appreciation for their work
- Maintain as much flexibility as possible to meet client needs

We want to increase stability for the people who we support and maintain service quality so we can keep innovating.

Our Adult Services Basic Training program classes began with Canada Summer Jobs program workers and we continued classes as new hires came on board. We adopted the previous in-person program to offer combined Zoom and classroom training. To augment the program for existing staff we added new electronic classes to our Relias platform. Many new employees have English as a second language and all have diverse educational backgrounds, so the program has to remain flexible in order to accommodate all learners. We also added a custom DDA medication administration course with the assistance of staff, our pharmacist, and our new videographer. All Residential Department staff took the course on Relias, resulting in a 50% reduction in medication errors and achievement of a new record low. The project team also helped eligible staff access the provincial Community Social Services Training Fund and organization-wide Indigenous Cultural Safety: Truth and Reconciliation training, offered over 8 weeks via Zoom. The change to the new scheduling system was a big project in part because the software is new and still has a few glitches. Our Information Technology Department

stayed involved and was extremely helpful in getting bugs fixed. The biggest challenge for the project team was getting buy-in from staff and providing training to all scheduling and residential staff while working with software developers. The Team, along with Communications, developed an online training module to use the new scheduling software. This reduced the use of paper forms, increased transparency, and improved communication, automation, and efficiency. The Recruitment and Retention team also worked with the Communications Department and Human Resources to develop our new staff portal, accessible through the DDA website and hub for important employee information.

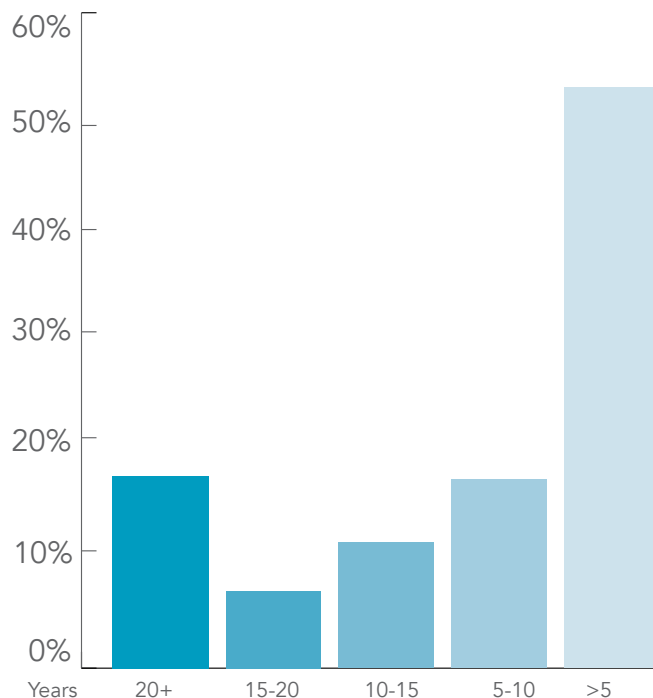
The Communications Department also helped by filming two new recruitment videos – one for adult services and one for child and family services. They also promoted DDA employment on bus ads, updated the appearance of our job postings on websites, and streamlined online onboarding documents for new hires. We managed to reduce the time from posting to offer by over 10% with this change.

By the second half of the year, interviewing, hiring, onboarding, and orientation sped up to replace the high number of staff who resigned in December – an annual seasonal trend. The Recruitment and Retention project will take another year to complete and the training component of the plan will likely never end. Our increase in hiring is a good sign.

Still, during these times of staff shortages and high turnover, we celebrated 141 staff for 3, 5, 10, 15, 20, 25, 30, and 40 years of dedication to DDA and the people who we support.



Employees at DDA



Information Technology

In addition to assisting departments with the implementation of new software solutions to improve effectiveness and efficiency, the IT department responded to a large volume of Help Desk requests as COVID continued and new processes were implemented. Many requests were related to the increased number of iPads in use, for which the department found a time-saving remote management solution. The Department also undertook another year of proactive work dedicated to improving DDA's technology infrastructure, databases, applications, and cloud network. We renewed our contracts with Shaw, the telecommunications provider at all sites, including upgrading Internet and Wi-Fi for residential sites to improve Internet speed and Wi-Fi coverage.

We planned and implemented important projects that included rolling out the ADP workforce scheduling module for the Residential department, a Sage 300 software upgrade for the Finance department, and a Helpdesk ticketing system upgrade for the IT department. We also worked on ongoing cloud projects, continuing to build out our MS Azure cloud infrastructure.

The new Child & Family Frasersview site opened and required Internet, Wi-Fi, and phone systems setup, as well as procuring the required desktop and laptop computers, phones, and printers. New leases were signed for DDA's fleet of printers and photocopiers. A popular team collaboration and project management application was also rolled out for use by IT and other DDA departments.

On top of all this work, the IT team continued to evergreen DDA's IT hardware, placing orders for about 85 replacement computers, iPads, printers, and laptops.

How're we using Assistive Tech?

At special events

Large group online bingo

One-to-one & small group education sessions

Extended client direct supports

Direct supports to residential sites

We're also making assistive technology education videos and Relias courses

We achieved 84% of our assistive tech goals this year!

Assistive Technology

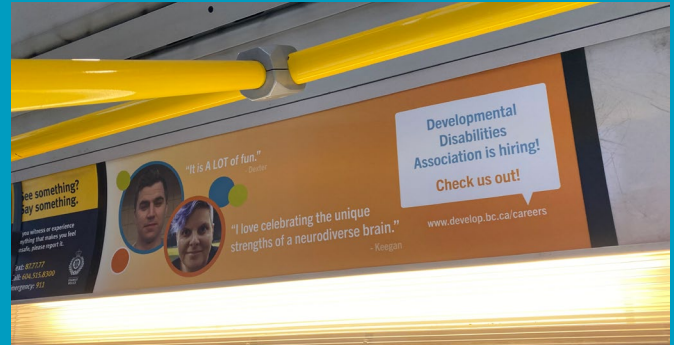
This was a transition year for Assistive Technology, from a pilot project to a more formalized program/service within DDA to support the work of our staff and the goals of our clients. We renovated and upgraded the office during COVID and gained a large space where we set up our first AT Lab. Staff can now assess individual client needs, let them interact with various assistive devices, develop a goal-directed plan, then acquire any equipment and train folks on how to use their new devices. AT includes high and low-tech solutions that support living skills and help people with cognitive challenges become more independent.

The AT department lost some developmental time during the year due to illness but still achieved 83% of its goals. The uptake in AT assistance during COVID did not let up so we had to reorganize to better meet the goals of more clients. We hired an administrative assistant to do routine work so our AT specialists could work more directly with clients and staff. The team also implemented a new iPad management system to relieve IT of Help Desk calls.

Communications

The Communications Department grew by one videographer position this year, allowing other departments to develop training videos and assist with our recruitment and retention efforts. 3,154 viewers have seen these videos so far on YouTube or in Relias.

In partnership with Human Resources and the Realignment project, the department developed a new staff portal that allows new hires to upload forms and files directly, saving time for managers and reducing time to hire. Other important staff documents and updates are also more accessible to staff. Communications also secured recruitment advertising on 50 bus shelters



provided by the City of Vancouver and purchased SkyTrain and bus ads.

Our social media audience has grown organically.

36

Blogs

4

Social media posts
a day

650

Total posts

10%

Increase in Facebook
followers

5%

Increase in Twitter
followers

100%

Increase in Instagram
followers

Finance

The Finance and Payroll team slipped seamlessly into working from home at the beginning of COVID and maintained high levels of productivity throughout fiscal 2021-2022.

The Department continued to digitize workflow, documentation, and invoice/requisition/timesheets/payroll reports, speeding payments, and other processes.

Finance staff provided excellent support to management and front-line staff and developed a new

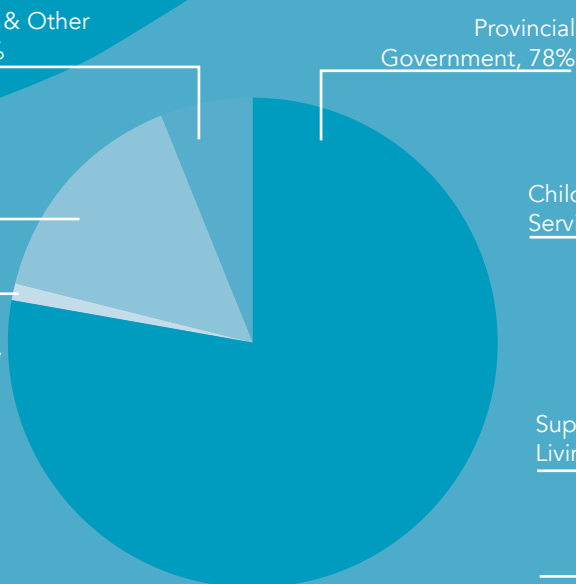
system to manage CLBC service level hours, giving Directors more control over scheduling and CLBC more detailed reporting. They ended the fiscal year reviewing systems to automate Accounts Payable and expense management in addition to streamlining month-end processes to produce more timely financial reports. Finance is always investigating new ways to gain efficiencies.

Revenue

Donations & Other Grants, 8%

Fees, 13%

Social Enterprise, 1%



Expenses

Provincial Government, 78%

Administration & Research, 9%

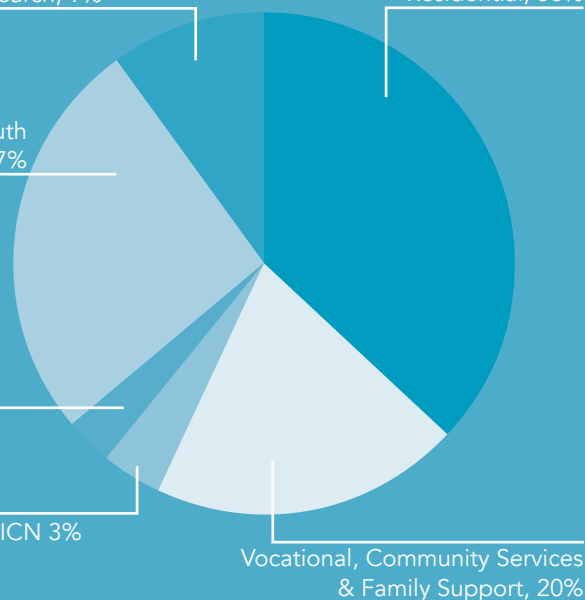
Residential, 38%

Child & Youth Services, 27%

Supported Living, 3%

Respite & ICN, 3%

Vocational, Community Services & Family Support, 20%



ACCREDITATION

“DDA IS COMPLIMENTED FOR THE STRONG AND COLLABORATIVE STRATEGIC APPROACH TAKEN TO ACHIEVE ITS MISSION AND VISION”

“ITS STRONG FINANCIAL POSITION ENABLES DDA TO PROVIDE INNOVATIVE AND VALUABLE SERVICES THAT DO NOT DIRECTLY RELY ON GOVERNMENT OR GRANT FUNDING”

“SEVERAL STAFF MEMBERS COMMENTED THAT THE ORGANIZATION’S LEADERSHIP PROVIDES A WORK ENVIRONMENT THAT IS SUPPORTING, FLEXIBLE AND INNOVATIVE”

Once every three years, DDA welcomes several surveyors from across North America who visit each of our sites to make sure they meet CARF’s 1,300 standards. Since COVID prevented on-site visits, we had to prepare and upload over 1,000 documents and reports to verify our activities. The remote survey worked well – after reading all our material, surveyors arrived electronically to be taken on video tours of each site, where they completed their inspections by telling staff what they wanted to see next. They were very thorough.

DDA received a glowing report and gave surveyors the

opportunity to see innovations they had never seen before. The staff who worked so hard to prepare for Accreditation joined our virtual wrap-up meeting with surveyors and were thrilled at the fantastic results we achieved. Everyone clapped at the end of the report. We received no recommendations, putting us in the top 3% of CARF surveys. We were commended for our data collection mechanisms and client-driven services. Surveyors were also impressed with DDA’s future orientation and use of technology throughout the organization.

DONORS

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|---|-----------------------------|--|
| AB-Tech Plumbing & Heating Ltd. | Ellerby, Janet | MacDonald, Susanne |
| Acorn Heating & Gas Ltd. | Gall, Patricia | Mar, Stephan |
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| Chu, Kin Yip | Ko, Ada | Nitikman, Noah |
| City of Vancouver (Grants) | Lail, Amoljeet | Oasis Irrigation |
| Corona Plumbing & Heating Ltd. | Lam, Amy | Pang, Emily |
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| De Groote, Jason | Lambert Plumbing & Heating | Province of British Columbia - General |
| Deol, Manjinder | Lane, Corrie | Provincial Employees Community Services Fund |
| Devries, Paul | Law, Wai Yan Dorothy | Rankin, Doris |
| Diamond, Allan | Loreth, James | Raphael, Gillian |
| Donor Name | Low, Wendy | Rayar, Praveen |
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Turner, Sharon

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Mainland

United Way of Calgary
and Area

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Vancouver Foundation

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