



# 2019/2020 Outcomes REPORT

Culture & Structure. Customers.  
Mastery. Partnerships. Financial

Care Human Services Limited  
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# Introduction

Welcome to Care Human Services Limited. Care is a proactive organization recognized for its commitment to excellence in providing inclusive and diverse services. Our Senior Leadership Team is comprised of our CEO, Rilla Websdale, our Director of Programs, Sterling Andrews, and our Director of Support Services, Liz Merlo. Together, they provide the leadership and guidance our organization needs to implement the quality services that comprise our mission. We support Individuals across Northern Alberta with offices and residences in Grande Prairie, the County of Grande Prairie, Berwyn, Grimshaw and Peace River.

Care employs close to 250 full-time and part-time staff and holds contracts with Children's Services, Persons with Developmental Disabilities (PDD), Family Support for Children with Disabilities (FSCD), and Alberta Health Services (AHS).

This report will feature a comprehensive overview of our organization and our performance based on the 5 pillars of our organization: Culture & Structure, Customers, Mastery, Partnerships, and Financial.



# What's in a name?



We decided to take the opportunity of our 50th Anniversary of being a charity to roll out a new brand in 2019. Our new legal name is Care Human Services Ltd.

We chose Care because it is a clear and simple statement of our values. We are compassionate and empathetic humans providing respectful and skilled support to the people we have been entrusted to provide care to, ensuring their needs are met in a way that fosters their growth, development, and meaningful community inclusion.

Our new logo speaks to what Care means to each of us. It is reminiscent of a tree, suggesting life and growth,



# Cont'd

being an integral part of the environment, and providing shelter. The circular shape suggests a gentle embrace, and the safe space we provide for Individuals to live and be supported. The upward projection of the arrows represents empowerment, and the success and growth we all aspire to witness in each Individual, and one another. And finally, the base of the logo speaks of the support that ensures a strong foundation for Individuals to flourish in their lives.

We have also taken this opportunity to update our existing Stone Brook brand, which is now better connected to the overall Care identity.

- Rilla Websdale

# CULTURE & **OUR BOARD OF DIRECTORS** STRUCTURE

Care is fortunate to be guided by a team of individuals who are passionate about this organization. The Care Board of Directors is the legal authority for the agency - each Director is a trustee and is responsible for the effective governance of the organization.

The Care Human Services Limited Board of Directors is a policy board. They set the general policy of the agency and monitor activities through the CEO to see that the agency remains on course. This is achieved through their involvement with Strategic Planning and monitoring progress towards goals identified through the Strategic Planning process. Additional responsibilities include reviewing and approving the annual budget, auditing financial statements, the hiring of the CEO, and conducting the CEO's annual Performance Appraisal.



Shannon Websdale



Gerald Loewen



Alanna Dickson  
President



Dan MacNeil



Nicole Flaten

## OUR SENIOR LEADERSHIP TEAM STRUCTURE

Our Senior Leadership Team is responsible for overseeing the programs we run and the daily needs of our organization. Working together, they advocate on behalf of the Individuals we support with funders, fulfill organizational goals, participate in strategic planning development, and inspire staff to achieve the best standard of service in our capability. One of the significant changes we made in 2017 was reducing our leadership team from 6 members to 3 members. This helped increase the responsiveness of our senior leadership team and streamlined the decision-making process at the Leadership level.



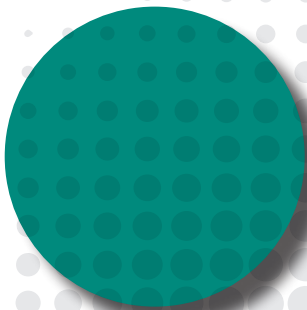
Sterling Andrews  
Director of  
Programs



Rilla Websdale  
Chief Executive  
Officer

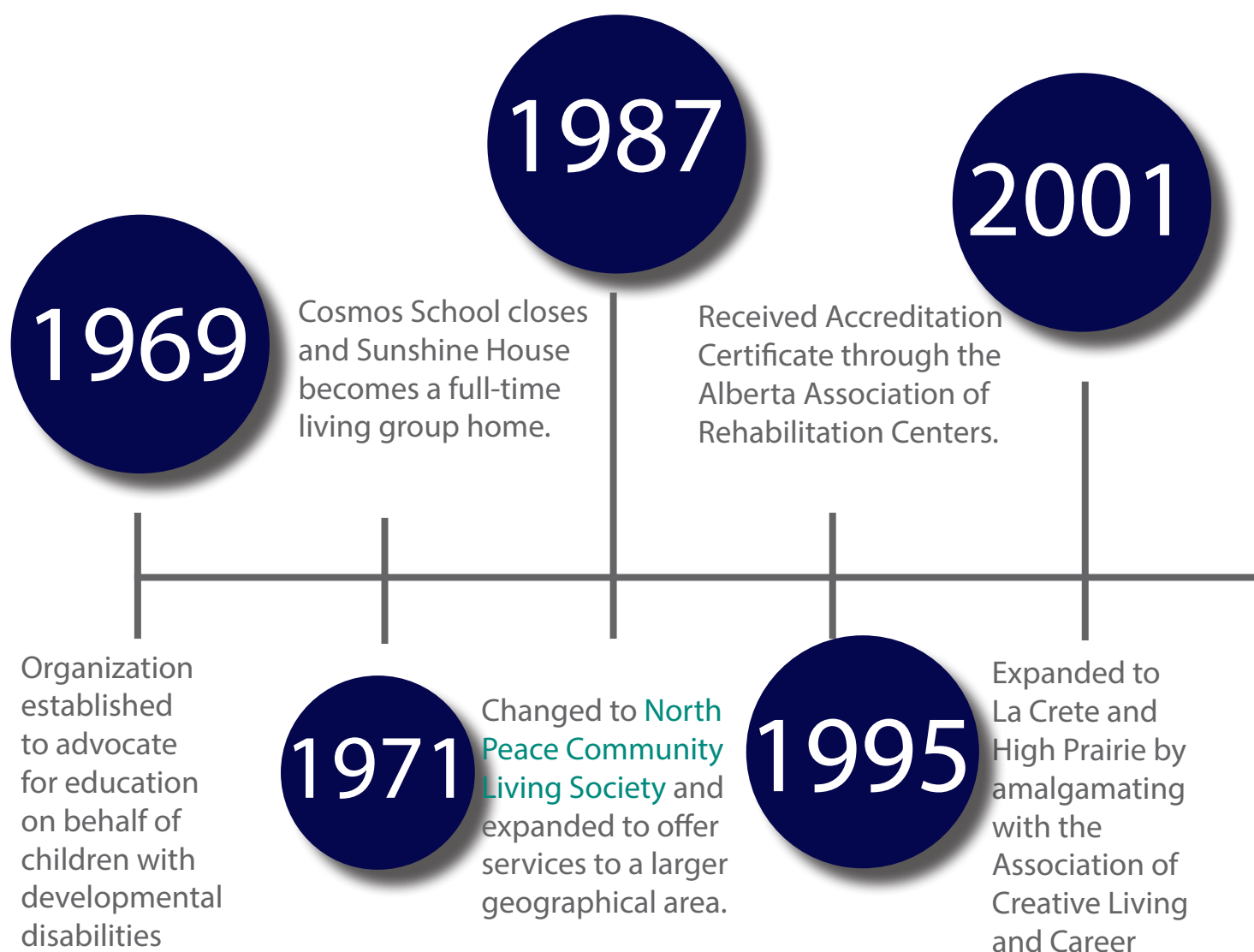


Liz Merlo  
Director of  
Support Services





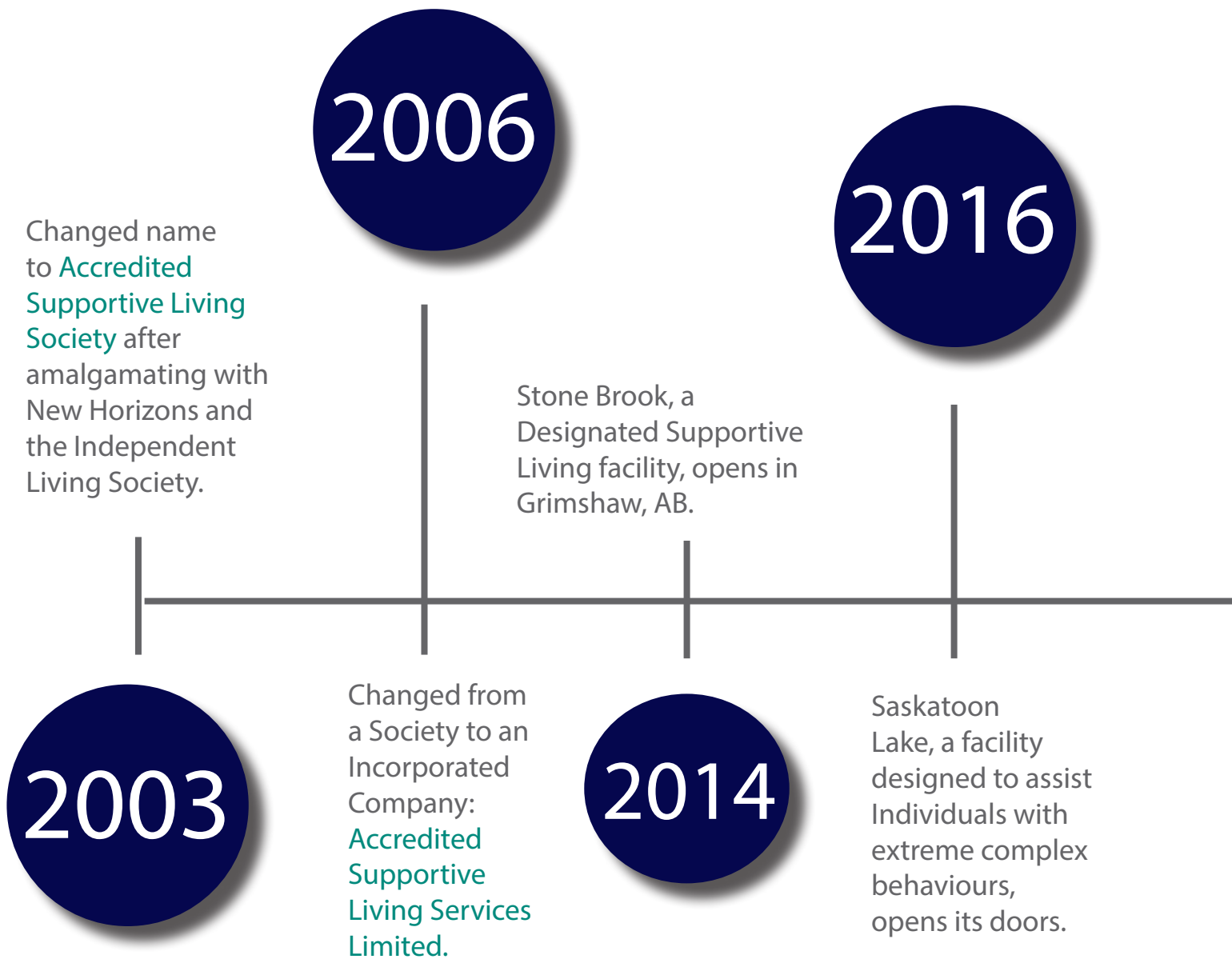
# Our Journey



Care was founded in 1969 by a group of concerned parents. At the time, Alberta Education did not support children with developmental disabilities. Cosmos School and Sunshine House were opened to address this need. Over the years, as Alberta Education accepted the responsibility for including children with developmental disabilities in the education system, Cosmos School closed and Sunshine House, previously used to house children from out of town during the school week, continued as a full-time group home. Eventually, the organization expanded to include adult services and support Individuals in La Crete and High Prairie.

In 1992, Shannon Websdale was hired as the Chief Executive Officer. It was his influence that pushed our organization towards accreditation in 1995. At the time, accreditation was a voluntary process and we were the only agency north of Edmonton to achieve it. In 1998, we received a provincial award for meeting and exceeding accreditation standards.





In 2014, Care expanded its services beyond disability and opened Stone Brook in Grimshaw. Stone Brook offers designated supportive living services for seniors. At the time of its opening, 56 of the 76 beds available were contracted by Alberta Health Services for their clients. In 2016, Care expanded its program offer again with the purchase of a farm near Saskatoon Lake in the County of Grande Prairie. The homes built on Saskatoon Lake were customized and designed to house Individuals with extreme complex behavioural needs. These individuals are an underrepresented segment in the disability services sector and often end up institutionalized. Saskatoon Lake represents our commitment to filling this service gap and an opportunity for these Individuals to be successfully supported in a home environment.



Care renewed its commitment to quality and excellence by achieving accreditation through the Commission on Accreditation of Rehabilitation Facilities (CARF) in 2017. When a program or service is CARF accredited, it means the organization has passed an in-depth review and meets rigorous CARF guidelines for service and quality—a qualified endorsement that it conforms to internationally recognized service standards.

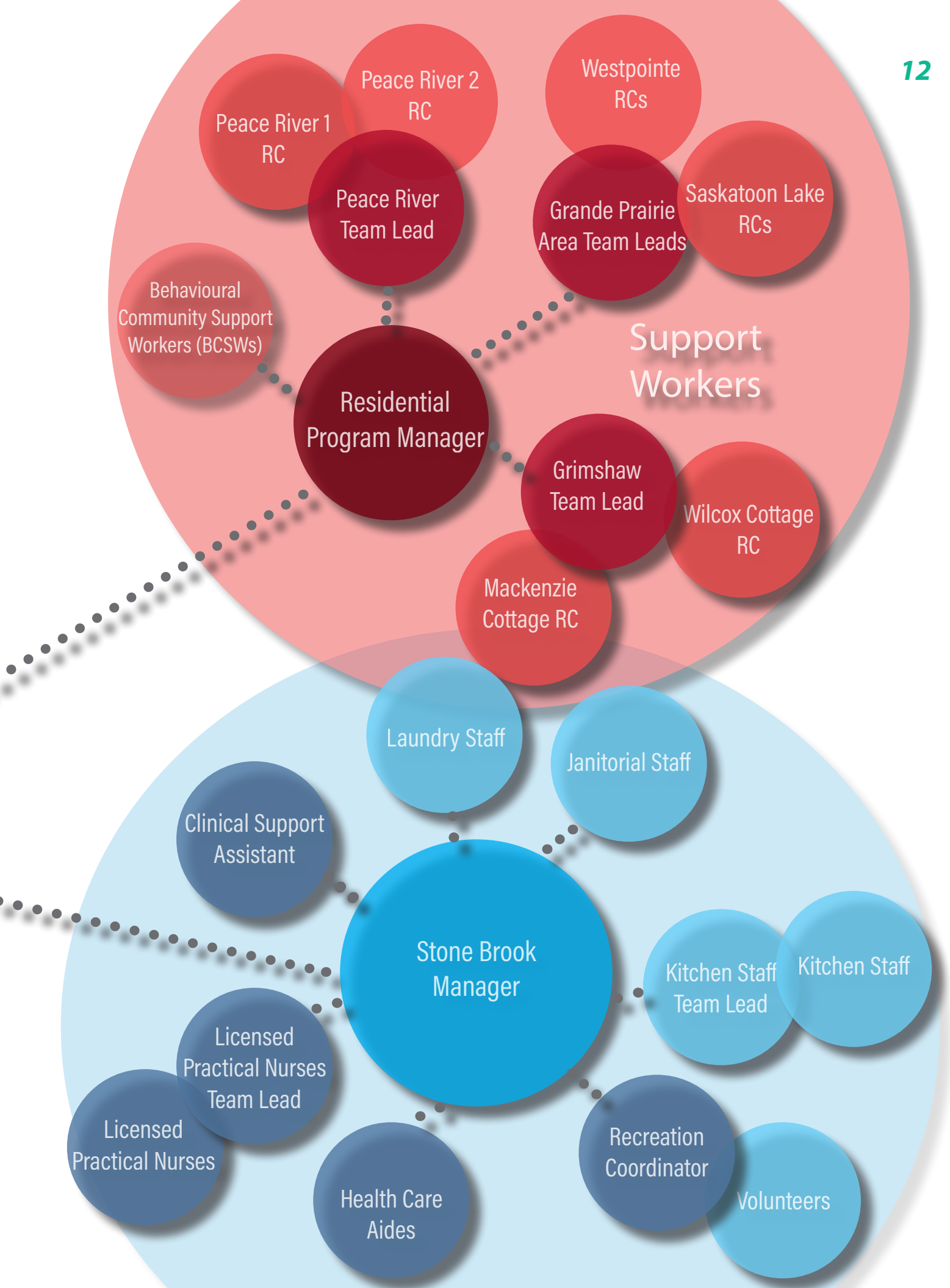
2018 saw the retirement of the Director of Finance and that position was replaced with Director of Support Services.

In 2019 the organization celebrated its 50th Anniversary and commemorated that with a re-branding to Care Human Services Ltd. As part of the celebrations, we took a look back through the decades with a series of blogs that highlighted our history including accounts from founding parents and past board members.

# Care Org Chart 2020

11







# CUSTOMERS

## OUR SERVICE

13

Care is committed  
to person-centered  
service.



### Residential Supports Program

The Residential Supports Program serves Individuals in our community who require 24-hour direct support. Fully trained residential support staff work with Individuals and their families to meet specific needs and achieve personal goals.



### Behavioural Supports Program

Funded through PDD and Children Services, the Behavioural Support Program uses the Positive Practices approach to develop a Behaviour Support Plan (BSP) for the Individual to achieve positive outcomes. This program is available to Individuals in the Residential Support Programs.



### Designated Supportive Living Program

Our Designated Supportive Living Program, run out of our Stone Brook facility in Grimshaw, AB, provides a higher level of personal care supports and health care services on site for scheduled and unscheduled care needs - allowing residents to enjoy both privacy and independence in a home setting.

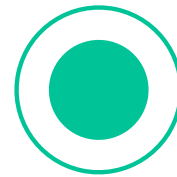


## Independent Living Services (ILS) Program



The Independent Living Services Program serves individuals with developmental disabilities who live in the Peace Region by providing training and support so they can live in the community of their choice.

Continuing on the last fiscal year's focus of streamlining supports provided, Care continued to concentrate our efforts on people with developmental disabilities of all ages who have been identified as having complex behavioral needs in a residential setting. In the Summer of 2019, Care dissolved the ILS Program and sold Golfworld on the Peace.



## The Food Program



The Food Program was launched January 2019 and has evolved since. At the program's start, Individuals chose the meals they would like to eat for a week (based on the Canada Food Guide) and the pre-packaged ingredients for those selected meals were delivered to the residences once a week. Step-by-step instructions were supplied so Individuals could prepare the meal to the best of their ability and with the help of their Support Staff. In 2020, the program was tweaked and instead of ingredients being pre-packaged, Residential Coordinators submit grocery lists including ingredients for meals chosen by Individuals and the groceries are purchased and brought back to the residences.

# SUPPORTED INDIVIDUALS

Number of Individuals  
Supported in each



51

Designated Supportive Living Program

36

Residential Supports Program

Behavioural Supports Program

DSL 3 - Supportive Living, Semi-dependent

10

DSL 4 - Supportive Living, Dependent

29

DSL D4 - Supportive Living Dependant with Memory Loss

12

# CUSTOMIZED FOR OUR RESIDENCES SUCCESS

Specializing in Individuals diagnosed with high behavioural and complex needs requires a great deal of planning and forethought. To accommodate Individuals of any age, our facilities not only have to adhere to the standards set forth by multiple government agencies, they also need to be suited to the specific needs of the Individual. To create a space where these individuals could be successfully supported, our Leadership Team collected information from our current facilities and even toured other similar facilities. This information allowed us to develop a template for the development of future residences and culminated in the improvements made to our Saskatoon Lake facility.

Care runs 16 facilities in the City and County of Grande Prairie, Grimshaw, Peace River, and Berwyn.



All Care Facilities meet the licensing requirements set forth by Children Services, FSCD, and PDD.



The doors of our facilities are solid wood and reinforced with a stronger frame so they can withstand force. The handles of all doors have been replaced with knobs so that a door cannot be held closed.



All doors and entryways feature pin pad access. This allows for faster entry and exits for staff and eliminates the risk of lost, misplaced, or stolen keys.



Our residential homes are constructed with sturdier materials such as plywood reinforced walls and industrial grade flooring to ensure durability, decrease repair costs, and increase lifespan.



Multiple living spaces provide ample room for residents so they are not forced into social situations. The residences are also equipped with multiple washrooms to further reduce the chance of conflict.



Homes are designed to create a calming effect with neutral colour schemes and dimmer lighting. Calm rooms are provided for residents. These rooms feature padded walls to reduce risk of injury to the individual and employee in the event of a behavioural occurrence.



**Grimshaw**

Stone Brook  
Berwyn  
Doerksen

**Peace River**

Peace River 1  
Peace River 2

**County of Grande Prairie**

Saskatoon Lake  
Residence 1  
Residence 2  
Residence 3  
Residence 4

**Grande Prairie**

Cobblestone  
Wespointe 1  
Westpointe 2  
O'Brien 1  
O'Brien 2



Televisions, windows, and light fixtures are covered with shatter-proof Lexian glass to prevent damage and reduce the risk of injury from broken glass.



Furniture is bolted down so that it cannot be picked up or thrown during a behavioural occurrence.



The residences at Saskatoon Lake offer a private rural environment. Located on 57 acres of land, residents can enjoy taking opportunities to participate in outdoor activities, and exploring the area in safety and comfort.



Care ensures that each resident is appropriately staffed. Casual workers and floats ensure that any shift gaps can be addressed promptly.






Many of our facilities are home to resident pets. These dogs and cats provide comfort and companionship to Individuals.

# PERSON-CENTRED<sup>18</sup>

## QUALITY OF LIFE DOMAINS

### PLANNING

All Individuals in our Residential and Independent Living Services Programs have a Person-Centered Plan. These plans are uploaded to the Individual's profile on Sharevision and are updated and monitored on a regular basis. The purpose of these plans is to identify and set goals around the Individual's abilities, interests, and needs. The plan specifies the responsibilities of involved persons and services to meet these goals. All Person-Centered Plans include identified goals, strategies to meet each goal, the individual responsible for each goal, timelines for completion of each goal, and the objective of each goal. Each goal represents a Quality of Life Domain that directly ties to our mission statement as demonstrated by the graphic below. Some goals can pertain to more than one Quality of Life Domain.

Mission		Quality of Life
Well Being		Physical Well Being Material Well Being Emotional Well Being
Independence		Personal Self Determination
Inclusion		Rights Social Inclusion Interpersonal Relations

Care is committed to helping all supported Individuals succeed in their goals; however, sometimes there are factors beyond our control. As such, if an Individual does not reach their goal, we want to ensure that it is not due to a deficiency in the services that Care provides.

## GOALSETTING

69%

### Physical Well Being Goals

These are goals that pertain to the physical health and well-being of the Individual. i.e. going for longer walks.

**Set:** 13 **Met:** 9

**Reasons not Met:** Other reasons.

83%

### Material Well Being Goals Met

These are goals that pertain to the Individual acquiring items that they want or need. i.e. buying a house or a car.

**Set:** 6 **Met:** 5

**Reasons not Met:** The individual's current skills do not match to goal requirements.

97%

### Emotional Well Being Goals Met

These are goals that pertain to the emotional health of the individual. i.e. seeking counseling, or pursuing a hobby.

**Set:** 8 **Met:** 6

**Reasons not Met:** Time specific.

44%

### Personal Development Goals Met

These are goals that pertain to the Individual acquiring skills that increase their independence i.e. learning to cook.

**Set:** 9 **Met:** 4

**Reason not Met:** Individual not committed to the goal |

50%

### Self Determination Goals Met

These are goals that an Individual has to leverage their own effort and self-motivation skills to accomplish.

**Set:** 2 **Met:** 1

**Reason not Met:** Individual not committed to the goal

%

### Rights Goals Met

These are goals that pertain to the Individual pursuing relationships outside those they have through paid service providers. i.e. strengthening family ties, meeting new friends through activities.

**Set:** 0 **Met:** 0

**Reasons not Met:**

67%

### Social Inclusion Goals Met

These are goals that pertain to the Individual pursuing activities that increase their exposure and access to their community. i.e. attending community events, or participating in community activities.

**Set:** 6 **Met:** 4

**Reasons not Met:** Other reasons.

71%

### Interpersonal Relations Goals Met

These are goals that pertain to the Individual pursuing relationships outside those they have through paid service providers. i.e. strengthening family ties, meeting new friends through activities.

**Set:** 7 **Met:** 5

**Reasons not Met:** The Individual's skills do not match the goal requirements

## FINANCIAL

### Percentage of Funds Received from

2019/2020

#### Human Services - Government of Alberta

Persons with Developmental Disabilities (PDD)	\$8,513,016.00
Family Support for Children with Disabilities (FSCD)	\$611,828.00
Behavioural Supports Program	\$180,654.00

#### Alberta Health Services

Stone Brook	\$2,446,339.00
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#### Children's Services

\$949,861.00

#### Other

The bank account is monitored daily to ensure there is always a positive cash flow and no instances of fraud. If funds are below a set amount in the chequing account, money is transferred from the savings account.

If there was an immediate risk of not having \$500,000 available for operational expenses, we would look at financing some or all our sites that are paid in full. At this time this is not a concern.

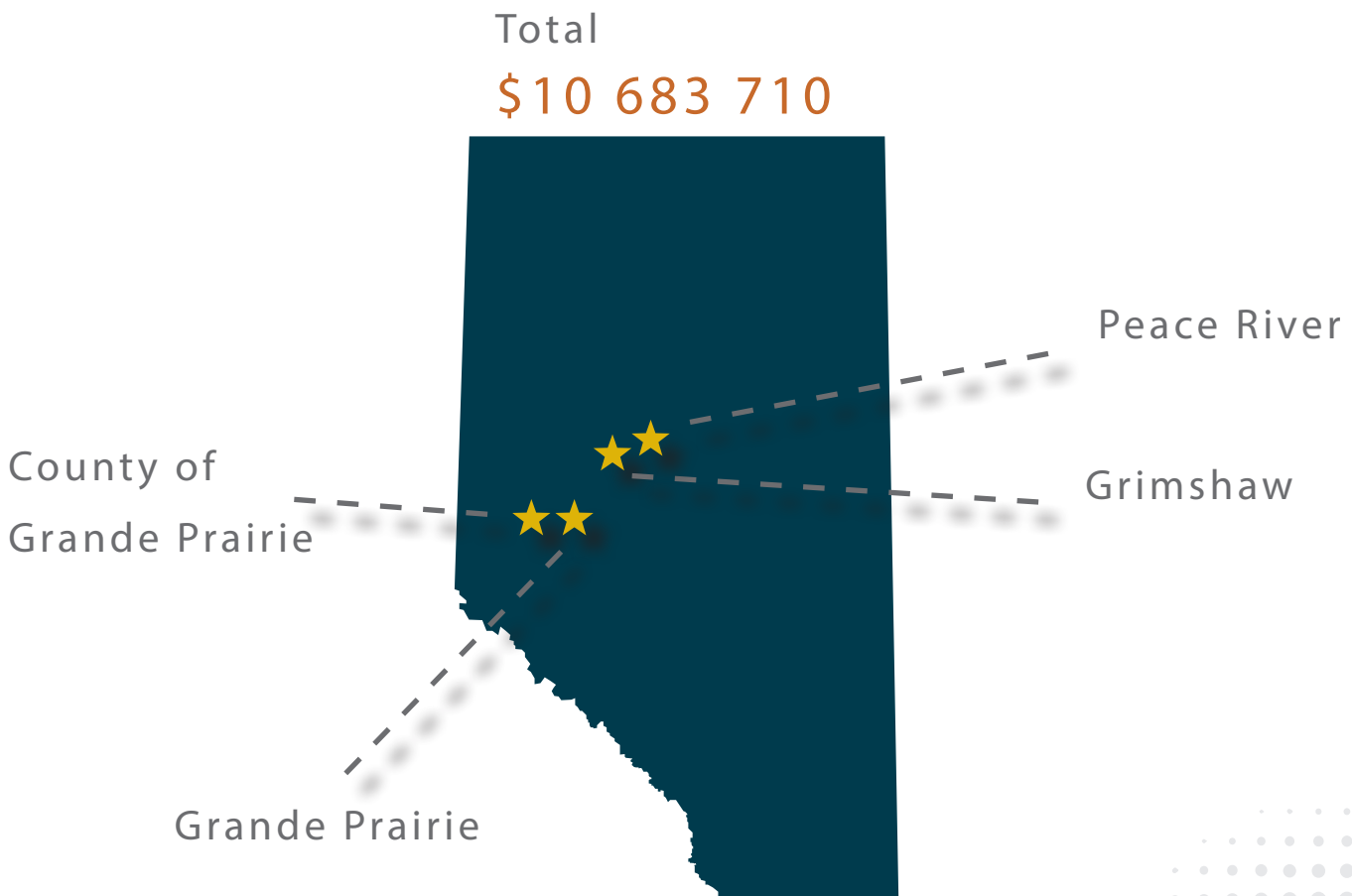
All accounting policies are followed to mitigate fraud, as all duties are segregated, and a second person oversees all items. Two examples of this: all cheques need to have two signatures and Bank Reconciliations are completed by the Director of Administration. As well Care is audited once a year by an external Accounting firm.

Each month, a Financial Statement is uploaded to Sharevision and presented at the Senior Leadership meeting, as well the Financial Statement is submitted to the Board of Directors on a quarterly basis for their review.



# OUR contributions

Care supports the communities it operates in through employment opportunities and increased revenue. We employ close to 250 full-time and part-time staff in Peace River, Grimshaw, Grande Prairie and the County of Grande Prairie.



## CARF

## OUR MASTERY

## ACCREDITATION

Care began its accreditation journey in 1995 when we first received our accreditation through the Alberta Association of Rehabilitation Centers. The benefits of accreditation are substantial - not only to our organization, but also to the Individuals and Guardians we serve and the funders that we have partnered with. Accreditation aligns with our commitment to continuous quality improvement. Adhering to accreditation standards allows us an organization to streamline our operations, improve our quality of care, and build trust with our community and the individuals we serve by adding credibility, supporting changes to policies and procedures, minimizing risk, and helping us provide consistent service.



## Why CARF?

### Quality

The Commission on Accreditation of Rehabilitation Facilities (CARF) is the premier health care standards organization in the home health and rehabilitation field. CARF is the result of more than four decades of standards developed by a broad team that includes physicians and service providers, family members, insurers, policy makers and consumers. CARF accredited facilities must demonstrate a commitment to quality both in services and business practices.

### Accountability

CARF accreditation confirms that a program or service is accountable for its performance by implementing policies and procedures that require the organization to actively monitor its performance through outcomes evidence and the satisfaction of persons served through interviews, surveys, and general feedback. The information must not only be collected, but also acted upon to help consistently improve the organizations processes, practices, and services.

### Results

The process of CARF accreditation doesn't end once accreditation is achieved. Each organization that receives CARF accreditation must submit a Quality Improvement Plan (QIP) to CARF. This plan addresses areas within the organization for improvement. Each year, during the term of accreditation, the organization must submit a report to CARF outlining the improvements it has made to address those areas in the QIP. This ensures continuous improvement within the organization.

## MAINTAINING OUR ACCREDITATION

Care received it's  
3 year CARF  
International  
Accreditation on  
June 30, 2018

In 2017, Care received it's 1 year Accreditation through CARF following an intensive review process.

Throughout that year, Care continued to improve our processes and systems to align with CARF standards.

In 2018, our accreditation was renewed for another 3 years.

# OUR PARTNERS

## PARTNERSHIPS

Without our partnerships,  
none of the services Care  
offers would be possible.





## CARE IS SUPPORTED BY THE FOLLOWING PROVINCIAL AND MUNICIPAL FUNDERS:

### Government of Alberta - Ministry of Community and Social Services

The Ministry of Community and Social Services leads income, employment, disabilities and community-based supports, family violence prevention, and family & community support services. It includes services providers like AISH, PDD, and FSCD.

### Government of Alberta - Ministry of Children Services

The Ministry of Children's Services leads child care and intervention, early childhood development, foster and kinship care, adoption, and improvements for children and youth.

### Alberta Health Services (AHS)

Alberta Health Services (AHS) is responsible for promoting wellness and providing health care services across the province.



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