



# 2022/2023

Care Human  
Services  
Ltd.

## ● Outcomes REPORT

Culture & Structure. Customers.

Mastery. Partnerships. Financial

Care Human Services Ltd.

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# Contents

3	Introduction
4	Rilla's and Nivin's Letter
6	Culture & Structure
6	Our Board of Directors
7	Our Leadership Team
8	Our Structure
9	Our Journey
13	Customers
13	Our Service
15	Individuals
16	Customizing Our Facilities
18	Our Person-Centered Plans
19	Our Success
20	Financial
20	Our Funders
21	Our Contributions
22	Mastery
22	Our CET Accreditation
24	Partnerships
24	Our Partners
26	Mandate
26	Our Mandate

# Introduction

Care is a proactive, not-for-profit organization recognized for its commitment to excellence in providing inclusive and diverse services in the Disability Sector since 1969.

We support Individuals across Northern Alberta with offices and residences in Grande Prairie, the County of Grande Prairie, Grimshaw and Peace River.

Care employs close to 200 full-time and part-time staff and holds contracts with 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, recent organizational changes and our performance based on the 5 pillars of our organization: Culture & Structure, Customers, Mastery, Partnerships, and Financial.

# A Message From Rilla and Nivin

4


## A Year of Change



This past year has seen many changes for Care. Following years of conversations with Care's Board of Directors, I stepped down from the CEO role mid-February 2023 to transition into a different stage of life that is focused full-time on family.

Care's volunteer Board of Directors worked incredibly hard over the past several months to lead the recruitment and selection process in a way that has considered first and foremost, both the current and long-term needs of the Individuals that we support.


# Cont'd <sup>5</sup>



It is truly a privilege that I do not think many people realize it to be, to have the opportunity to both learn about and learn from the Individuals that Care has supported over its 53 years as a service provider. I learned a tremendous amount about the disability sector and people with disabilities in our society.

I am excited for the continued growth and development of all the Care employees and Individuals over the next few years.

- Rilla Websdale  
CEO, Care



I am excited and honored to take on the Executive Director position with Care and I want to thank everyone for the support that I have received in various capacities within the organization since 2018. Following in Rilla's steps will not be easy, but with your input, participation, and support, we can be assured that Care Human Services has a bright future.

I thank the Board of Directors at Care Human Services for this leadership opportunity, and I intend to invest my time and attention wholeheartedly to build even further on the successful team we have in place.

- Nivin Markose  
Executive Director, Care



# 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 Ltd Board of Directors is a policy board that set the general policy of the agency and monitor activities through the CEO/ED 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/ED, and conducting the CEO's/ED's annual Performance Appraisal.



Shannon Websdale



Gerald Loewen



Alanna Dickson  
President



Dan MacNeil



Nicole Flaten

# CULTURE & OUR SENIOR LEADERSHIP TEAM STRUCTURE

In March 2023, the Senior Leadership Team was restructured to better support the programs we run and the daily needs of our organization. Working together, the Leadership Team advocates 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.



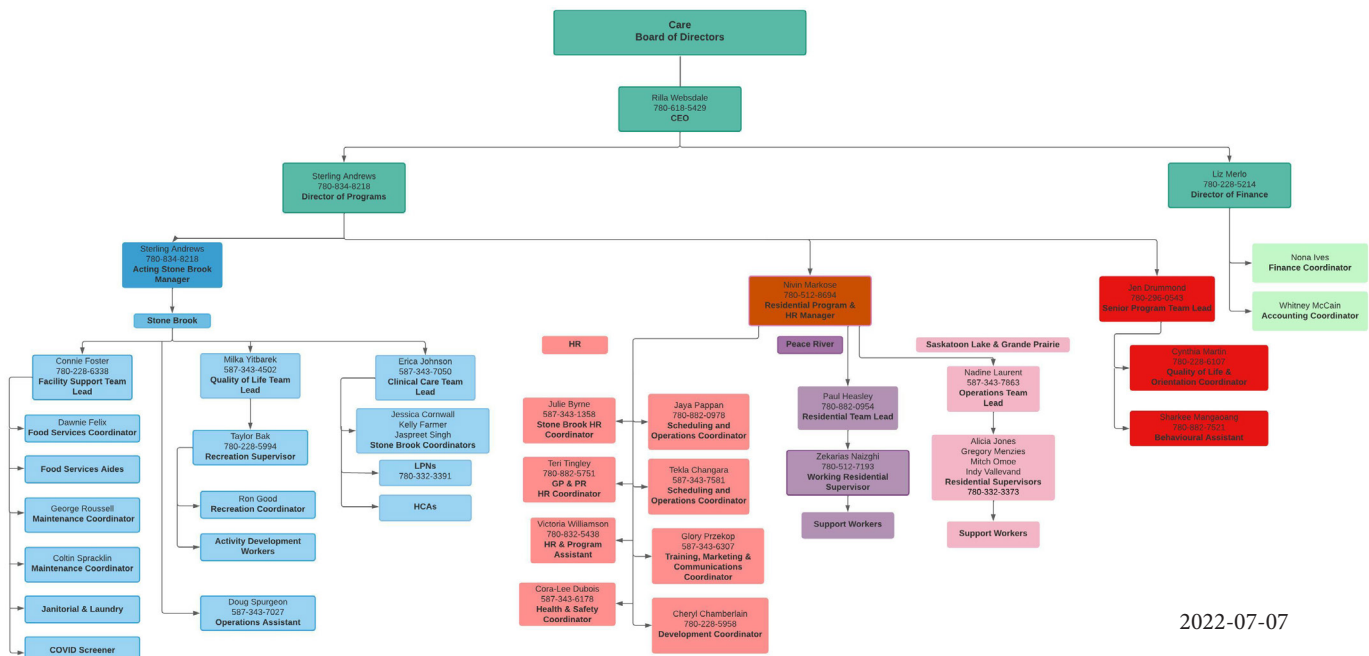
**Sterling Andrews**  
Director of  
Programs



**Rilla Websdale**  
Chief Executive  
Officer



**Liz Merlo**  
Director of  
Finance





**NIVIN MARKOSE**  
Executive Director



**CYNTHIA MARTIN**  
Operations and  
Programs Manager



**LIZ MERLO**  
Finance Manager



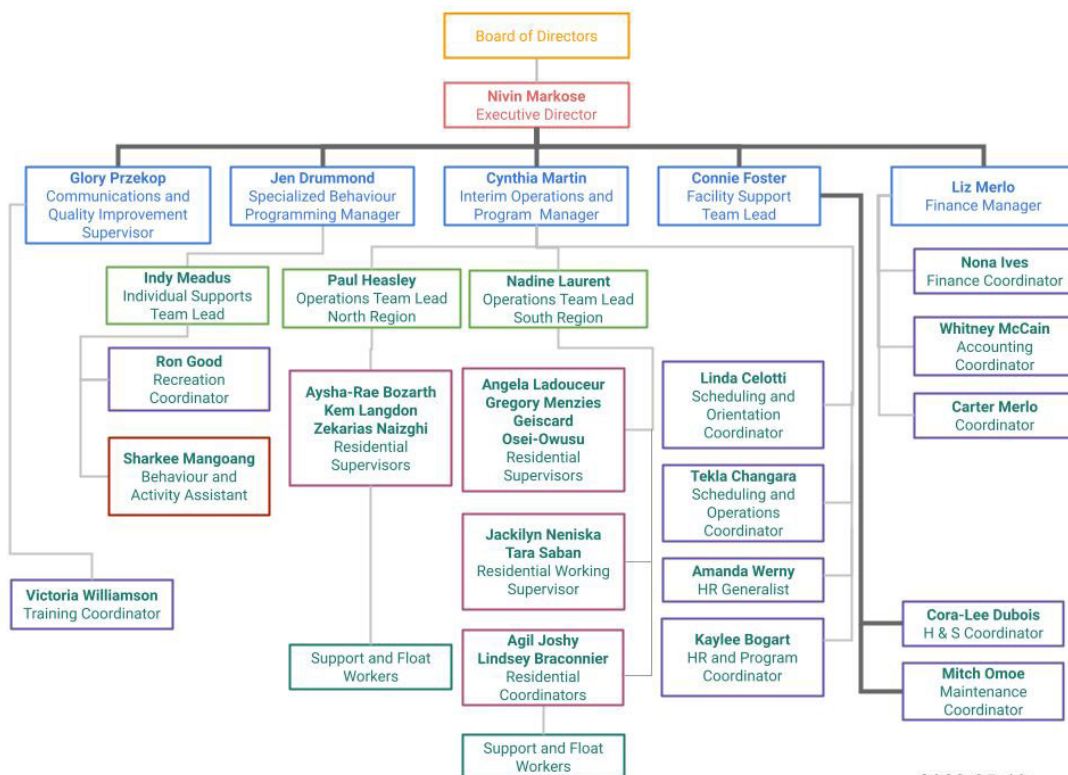
**CONNIE FOSTER**  
Facility Support  
Team Lead



**JEN DRUMMOND**  
Specialized  
Behaviour Programming  
Manager

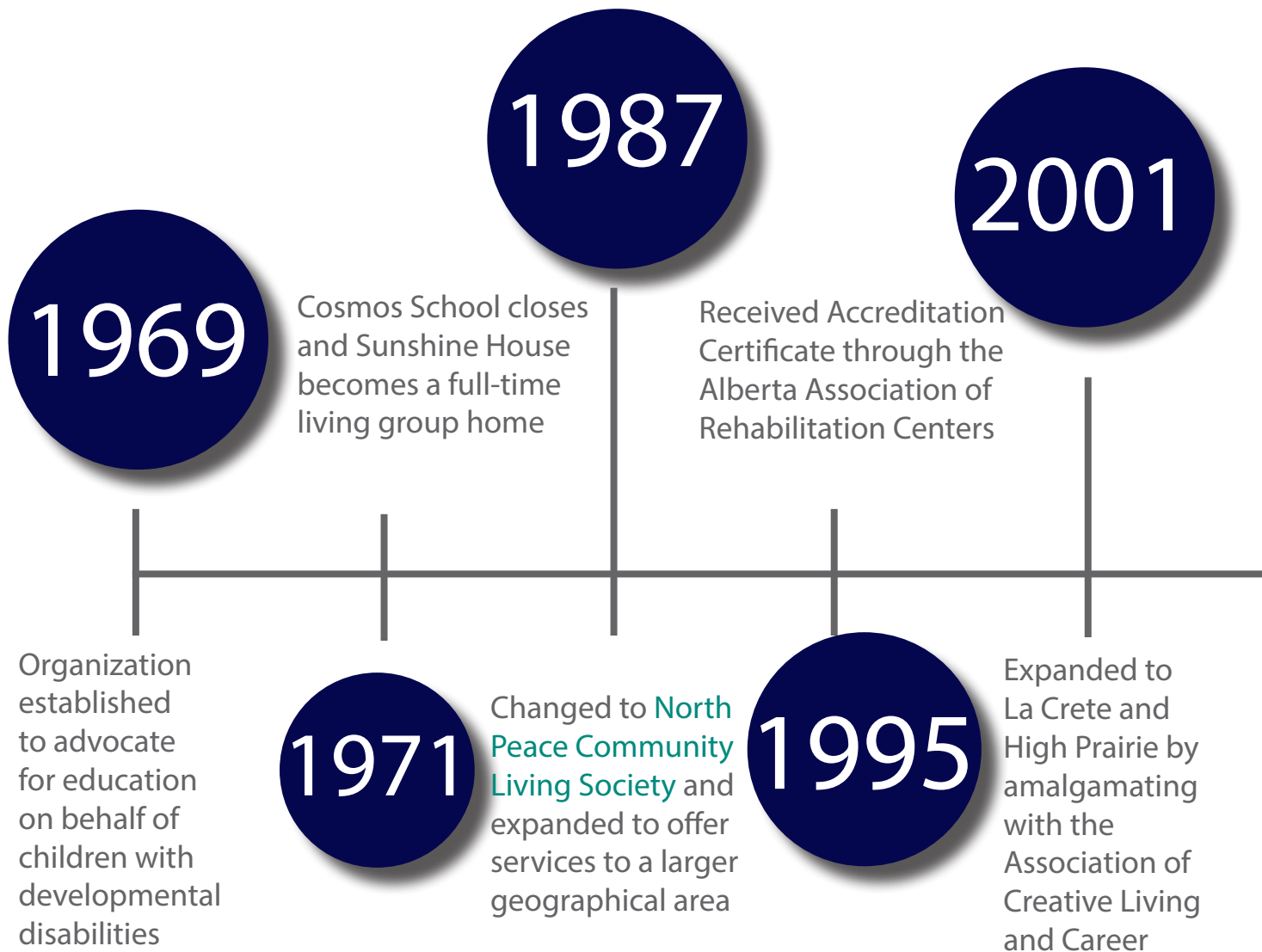


**GLORY PRZEKOP**  
Communications and  
Quality Improvement  
Supervisor



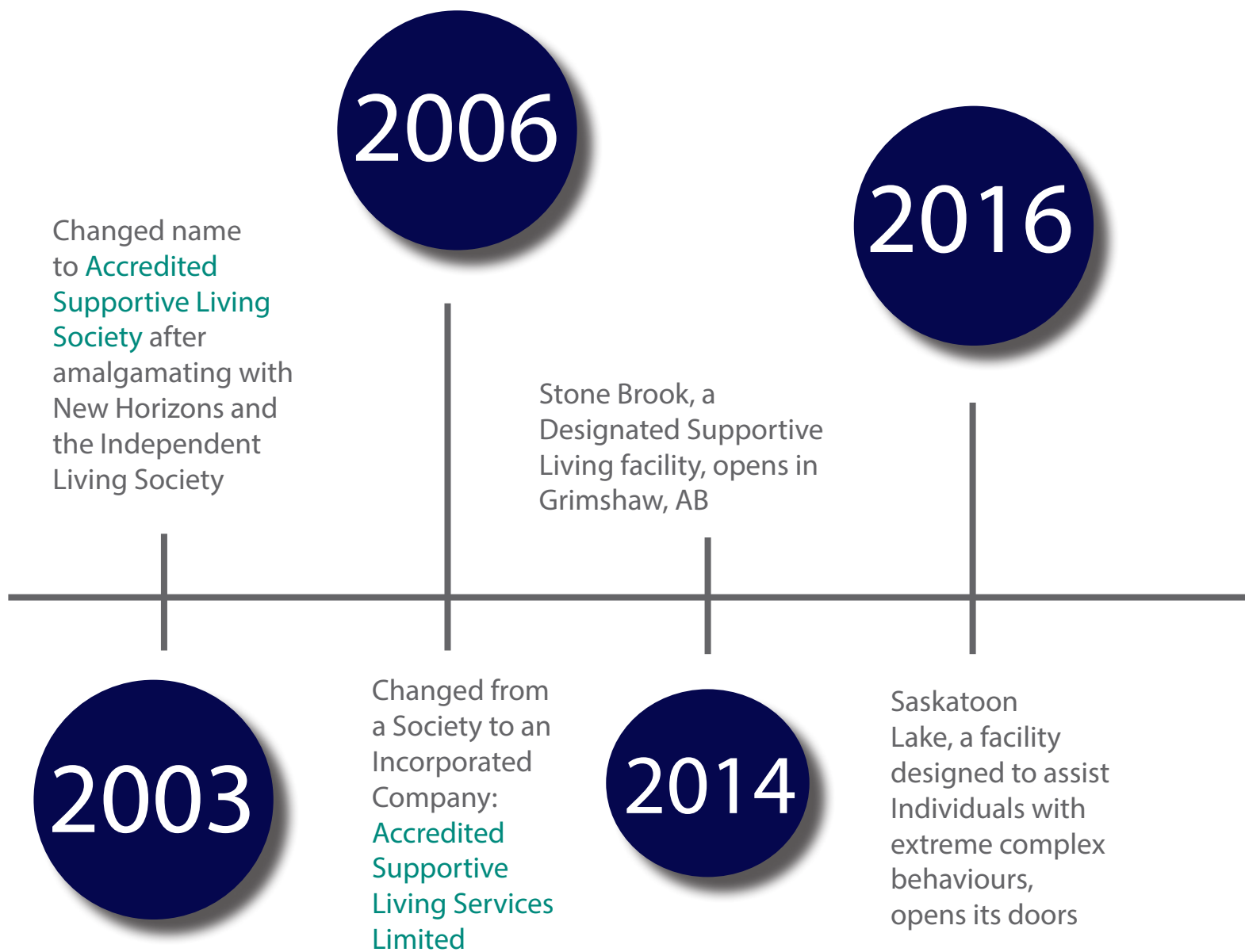


# Our Journey



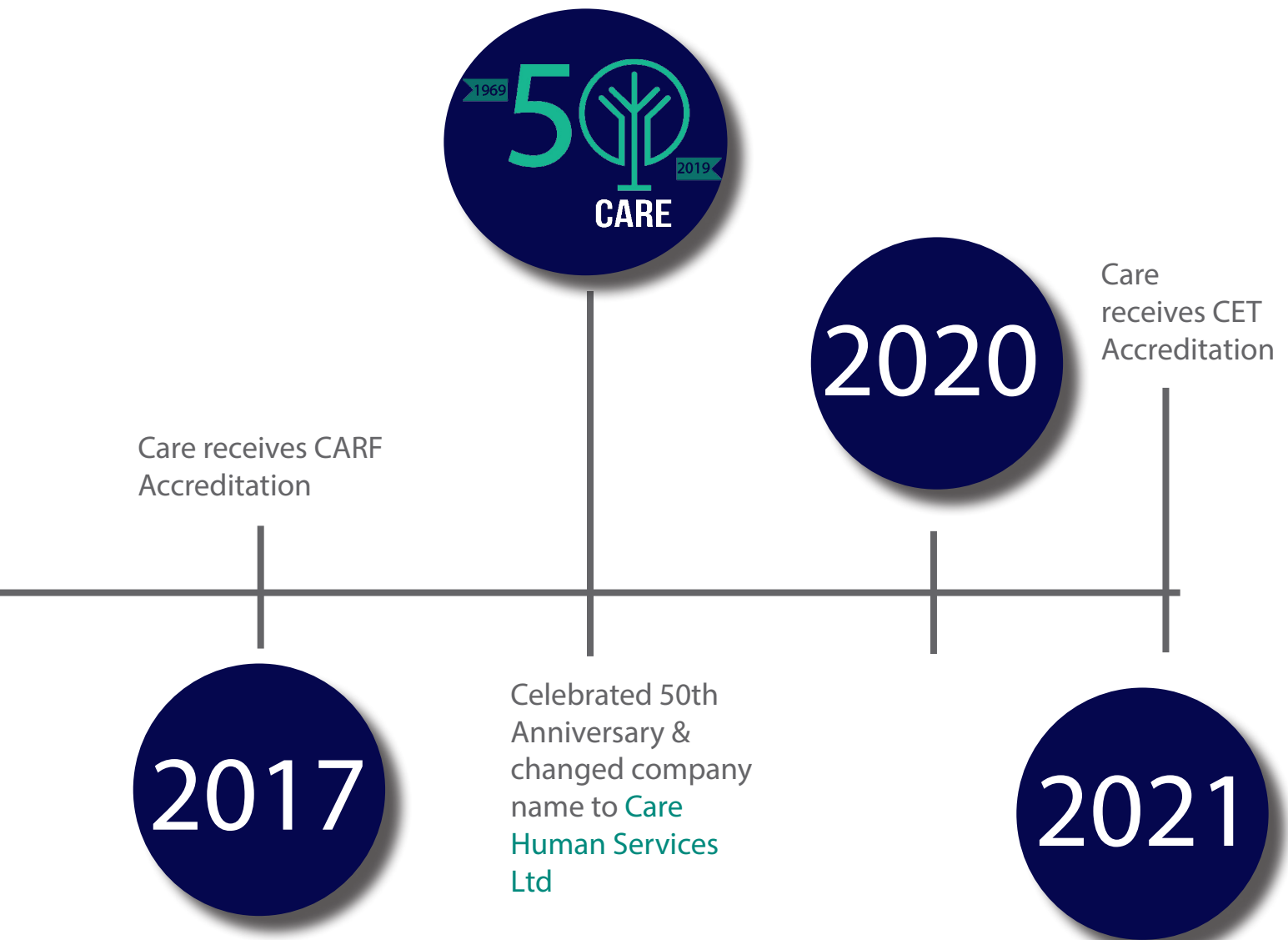
Care was founded in 1969 by a group of concerned parents. At the time, Alberta Education did not support children with developmental disabilities. Cosmos School and Sunshine House were opened to address this need. Over the years, as Alberta Education accepted the responsibility for including children 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.

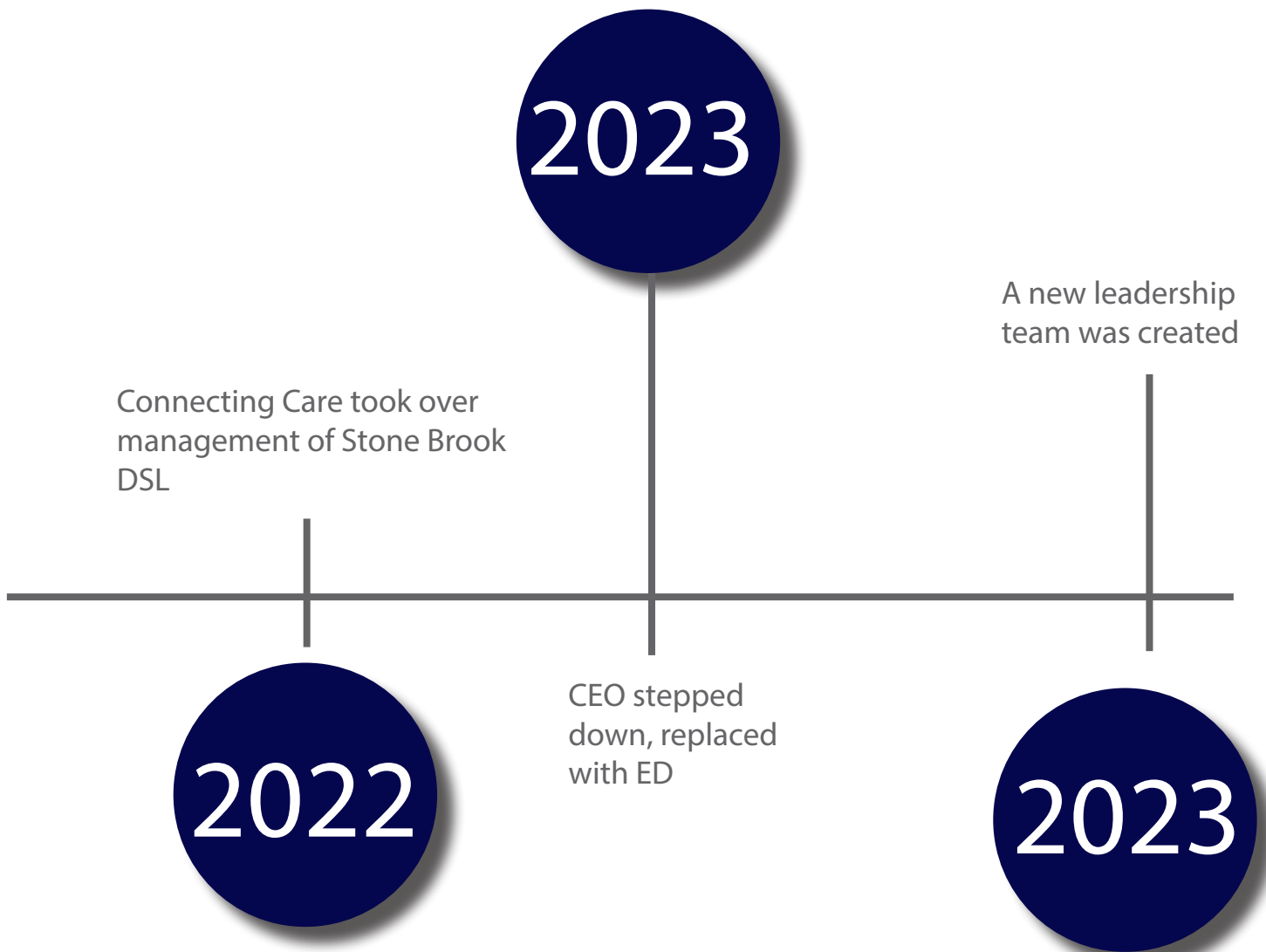
In 2016, Care expanded its program offer again with the purchase of a farm near Saskatoon Lake in the County of Grande Prairie. The homes built on Saskatoon Lake were customized and designed to house Individuals with extreme complex behavioural needs. These individuals are an underrepresented segment 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.

In 2019 the organization celebrated its 50th Anniversary and commemorated that with a rebranding 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.

In 2021, Care received its three year Creating Excellence Together (CET) Accreditation through the Alberta Council of Disability Services (ACDS).



Following consultations early 2022, Care's Board of Directors and Senior Leadership decided to move management of the Designated Supportive Living portion at Stone Brook to Continuing Care in November. The goal of this change is to improve the quality of services offered at Stone Brook for the AHS contract. The PDD cottages Wilcox and Mackenzie remain under Care's management.

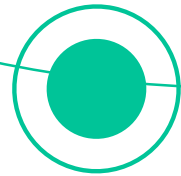
In February 2023, the CEO stepped down and was replaced by an Executive Director. The Board of Directors and CEO decided on the change following consultations and taking onto consideration the future direction of Care.

In March 2023, the Senior Leadership team of three was replaced with with a leadership team of six to better support the organization.



# CUSTOMERS

## OUR SERVICE



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 Family Support for Children with Disabilities, 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

The 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. Connecting Care took over operations management support in November of 2022.



## Food Program

The Food Program was launched January 2019 and has evolved since. Residential Supervisors submit grocery orders that include ingredients for meals chosen by Individuals and the groceries are purchased and brought back to the residences.

Continuing on the 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.

## Did you Know?

In 2019, Care began using Learning Management Systems to make orientation and training more accessible for employees. Courses that did not require an in-person instructor were formatted to fit the LMS.

Since then, the training library of courses has grown from the Mandatory courses such as Abuse Protocol and Safe Bathing and Showering to include Supplementary training courses as well as informative resources.

In 2023, the LSM software Eloomi was introduced to employees for training purposes as well as a method to conduct surveys, appraisals and gather feedback.

# SUPPORTED INDIVIDUALS

Number of Individuals Supported  
in each program as of March 2023

47

**Designated Supportive Living Program**

32

**Residential Supports Program****Behavioural Supports Program**

DSL 4 - Supportive Living, Dependent

35

DSL D4 - Supportive Living Dependent with Memory Loss

12



79

Individuals  
Supported in  
2022/23

# 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 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 property.

Care owns eleven facilities in the City and County of Grande Prairie, Grimshaw and Peace River.



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



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.

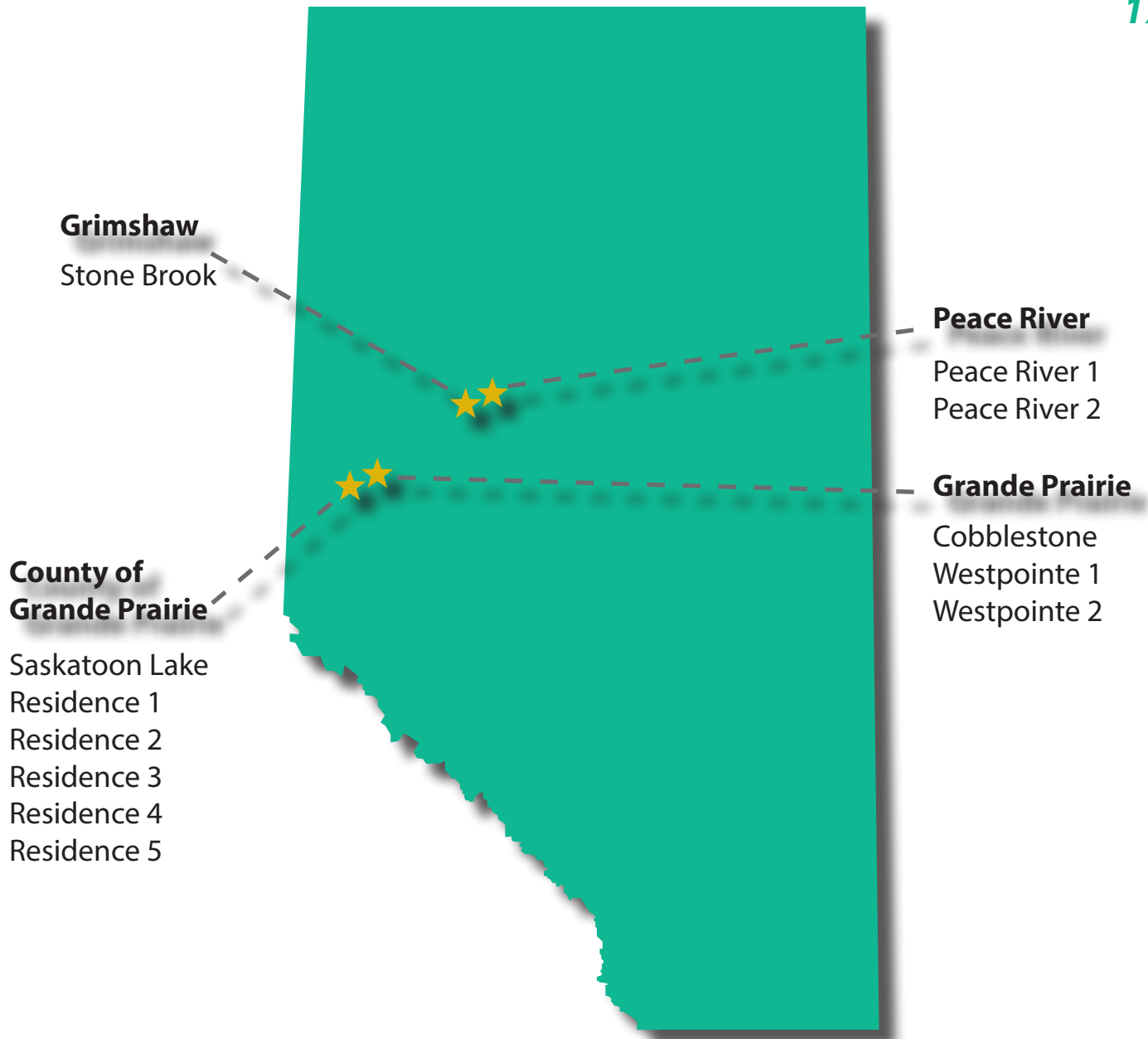


Multiple living spaces provide ample room for residents so they are not forced into social situations. The residences are also equipped with multiple washrooms to further reduce the chance of conflict.



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.

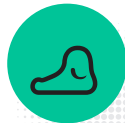




Televisions, windows, and light fixtures are covered with shatter-proof Lexian glass to prevent damage and reduce the risk of injury from broken glass.



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.



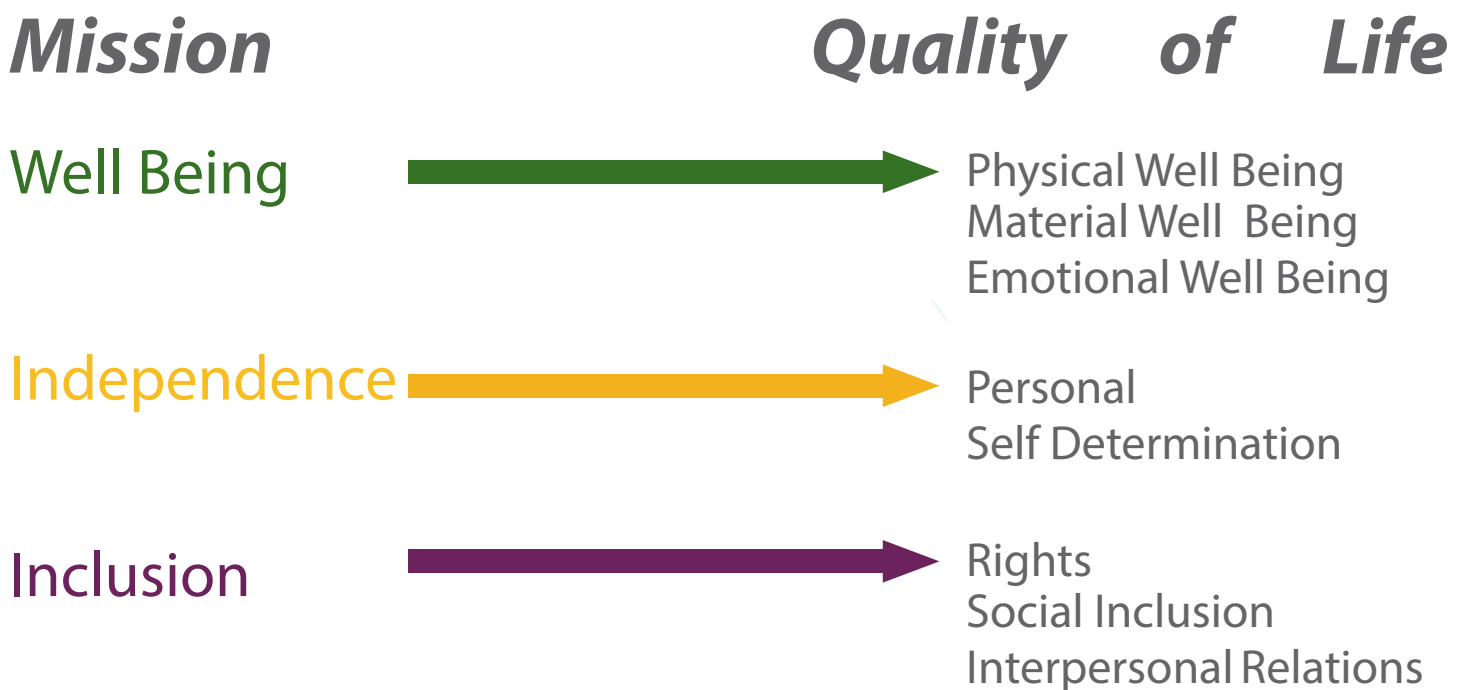
Many of our facilities are home to resident pets. These cats provide comfort and companionship to individuals.

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

## QUALITY OF LIFE DOMAINS

### PLANNING

All Individuals in our Residential Program 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 are 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.



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



### 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:** 6 **Met:** 5

**Reasons not Met:** Individual not committed to goal



### 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:** 6 **Met:** 6

**Reasons not Met:**



### Personal Development Goals Met

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

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

**Reason not Met:**



### Self Determination Goals Met

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

**Set:** 1 **Met:** 0

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



### 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:** 2 **Met:** 1

**Reason not Met:** COVID



### 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:** 2 **Met:** 1

**Reason not Met:** COVID

## FINANCIAL

### Percentage of Funds Received from

#### Human Services - Government of Alberta

Persons with Developmental Disabilities (PDD)  
Family Support for Children with Disabilities (FSCD)  
Behavioural Supports Program

2022/2023  
\$7,671,298.93  
\$289,714.66  
\$207,729.41

#### Alberta Health Services

Stone Brook

\$2,556,385.26

#### Other

\$0

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 Finance Coordinator and reviewed by the Finance Manager. As well Care is audited once a year by an external Accounting firm.

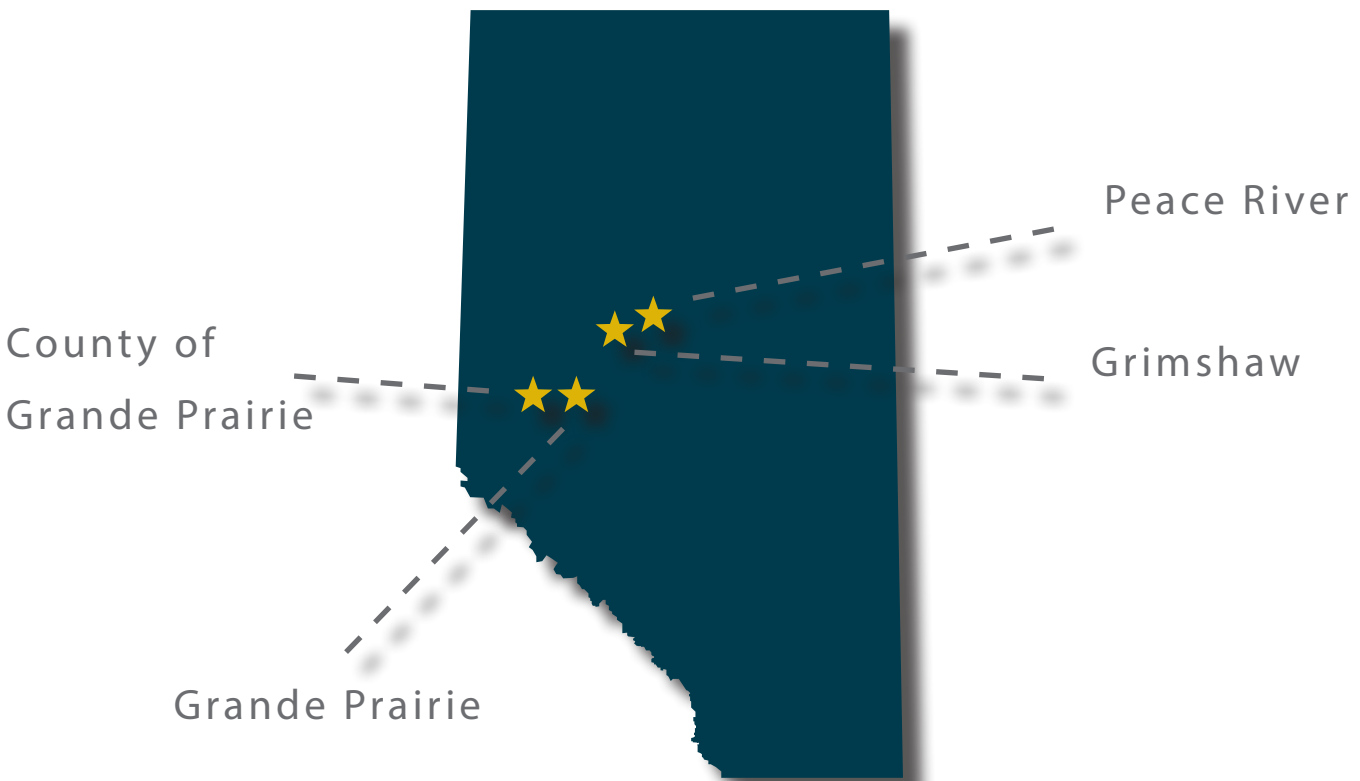
Each month Financial Statements are reviewed by Leadership, and submitted to the Board of Directors on a quarterly basis for review.



# OUR CONTRIBUTIONS

21

Care supports the communities it operates in through employment opportunities and increased revenue. We employed 115 full-time and part-time staff in Peace River, Grimshaw, Grande Prairie and the County of Grande Prairie contributing \$8,553,795.13 to the local economies.



## Did You Know?

Care employees are committed to providing the best support they can.  
**"Our role is to create an environment in which Individuals feel their needs and goals are being heard and understood."**

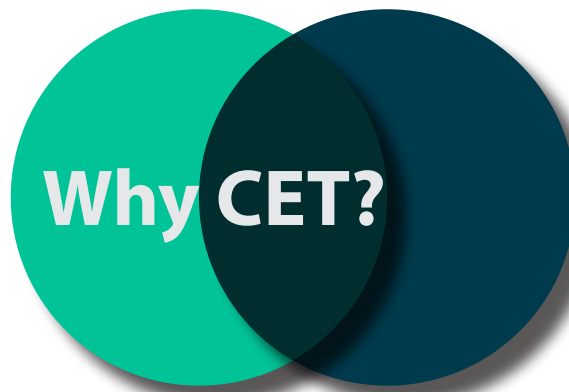
- Support Worker

# CET

## 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.



### Quality

The Creating Excellence Together (CET) Standards were created to reflect what Albertans with developmental disabilities said quality of life meant for them. This makes CET the benchmark for quality service delivery.

### Accountability

The Alberta Council of Disability Services (ACDS) was established in 1972 and incorporated in 1973. The non-profit is a network of Community Disability Services sector organizations in Alberta with over 145 members including Care Human Services.

### Results

A three-year level 2 CET Accreditation is the highest level awarded by ACDS. The Commission has deemed Care:

- in compliance with the standards
- resourceful and innovative
- encourages creative thinking and
- achieved the right to be considered both an employer of choice and a service provider of choice

\*referenced from the ACDS website

## MAINTAINING OUR ACCREDITATION

Care received it's  
3 year CET  
Level 2  
Accreditation on  
Oct. 21, 2021

In 2021, Care received it's 3 year Accreditation through ACDS following an intensive review process.

Care continues to improve its processes and systems to align with ACDS standards and is currently working towards acquiring Complex Needs Designation and Secure Treatment Accreditation.

# 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.

### 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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