

ICAN
INDEPENDENCE
CENTRE AND NETWORK



CERD
CENTRE ET RÉSEAU
D'INDEPENDANCE

ANNUAL REPORT

2021-2022





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About ICAN

ICAN is a non-profit organization that provides a variety of services, resources, and support systems in both French and English for people with physical disabilities, adults, and seniors.



Mission

We provide assistance to live independently and inclusively in the community through individualized support and rehabilitation services.



Code of Ethics

Our Code of Ethics and our Statement of Values provide us with specific ethical principles to address situations that we may encounter, and to guide us in our relationships with clients.



Vision

Individuals have the optimal support to live independently within their community.



Values

We value:

- » Full participation in community life
- » Respect for individuals
- » Responsibility and partnerships
- » Our employees
- » Service excellence
- » Innovation

We are committed to:

- » Our clients
- » Professional competence
- » The protection of confidential information
- » Our employer, colleagues, and community
- » Keeping accurate client records



Ethical Guiding Principles

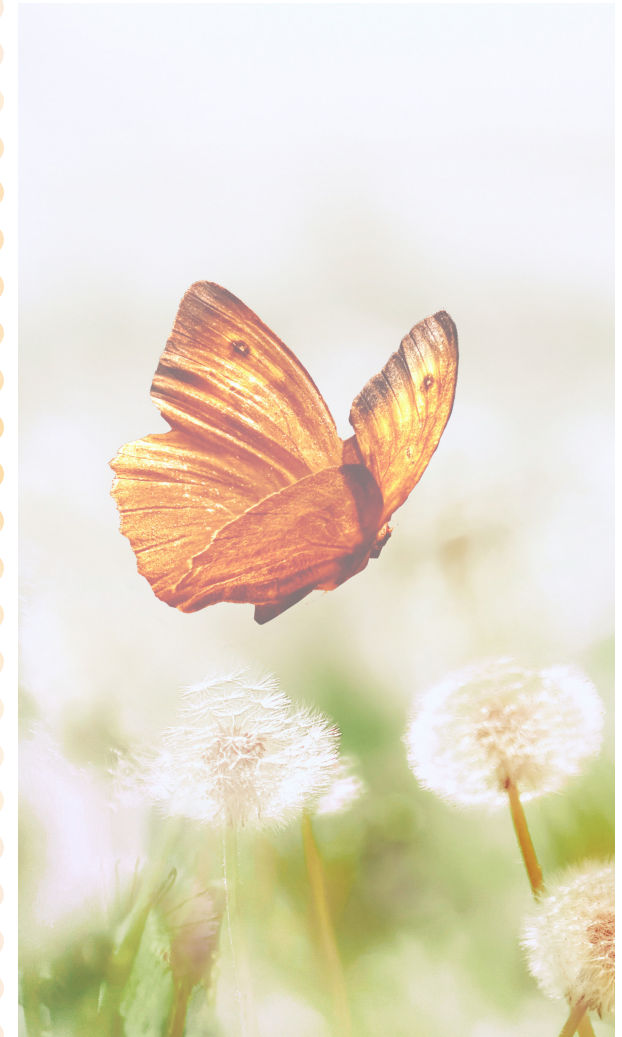
- » Autonomy
- » Do no harm
- » Do good
- » Ensure justice

Board of *Directors*

The ICAN Board of Directors had a very busy year. We said goodbye to four of our Directors, Claire McChesney, Dr. Shelley Watson, David Szczepaniak and Lesley Yeomans. All four were dedicated Board Members who all contributed greatly to ICAN's success. ICAN thanks them for their commitment to our agency and wish them all the best.

We are fortunate to welcome back Todd Robson to the Board of Directors. Todd served on the Board in the past, including as Board Chair. Todd works in public relations and has a vast understanding of the health care sector.

We are welcoming a new Board Member, Kelly Harding. She is a Director of Research Administration with the Canada FASD Research Network. She is very enthusiastic about her new role at ICAN, and we look forward to working with her over the next several years.



Strategic *Planning*

The ICAN Board of Directors finalized its new Strategic Plan for the next three to five years. The new Strategic Directions are:

Leading active Governance Involvement in the Community:

- » Building governance partnerships with a variety of organizations
- » Holding an active governance and management role in the Ontario Health Team development

Diversifying and Strengthening our base of support:

- » Increasing base funding to support clients
- » Diversifying our stakeholders in the work of the organization
- » Building partnerships with agencies and organizations in the community

Re-creating our Physical Presence in the Community:

- » Identifying the opportunity to support the long term needs of our clients in community. This includes exploration of accessible and affordable housing
- » Exploring the possibility for a new building to help support clients, staff and the community

The ICAN Board has spent a considerable amount of time reviewing a SWOT analysis which was prepared just prior to the beginning of the pandemic and then coming up with these key strategies. An action plan has been developed for the first strategy and the Board has begun its work on this.

It should be noted that because of the pandemic, some the work has been delayed.

The Board has also developed key strategies for the Leadership Team to focus on, and those have been incorporated into the Organizations Operational Plan.

Board *Training*

The Board of Directors benefitted this year from extensive Board Training. Three sessions were held on Board Governance, and 4 sessions were held to review the CARF Governance Standards in preparation for the survey.

Not-for-Profit Corporations Act (ONCA)

After 11 years of waiting, ONCA finally took effect on October 19, 2021. ICAN has three years to bring our governing documents into compliance.

Eleven years ago, the ICAN Board of Directors started working on these changes. In light of the Act not coming into force, the Board delayed this work. However, in 2021-2022 the Board began doing the preparations to ensure our documents including our By-Laws will be in compliance.

A lot of the work has been completed, and it is anticipated that any changes to the By-Laws will be presented at the 2023 Annual General Meeting.

Ontario Health Team Development (OHT)

In 2019, the ICAN Board of Directors decided that ICAN must be a part of the development of an Ontario Health Team in the Sudbury area. Along with 23 partnering agencies and 20 other collaborating

organizations, a full application to form an OHT was submitted to the Ministry of Health in December 2019. Shortly after that, the pandemic struck and our efforts to move forward with an OHT stalled. In September of 2020, the Ministry reached out to schedule a site visit in Sudbury with members of the developing OHT. The membership agreed that our focus at that time needed to remain on the pandemic.

In the summer of 2021, the Ministry of Health asked that groups that had submitted applications to become OHTs in North Eastern Ontario, to come together to explore interest in broader OHTs to cover a larger population and for collective advancement.

A series of meetings were held, which ultimately lead to a larger group of organizations covering Sudbury, Espanola, Manitoulin and Elliot Lake to join together to submit an Expression of Interest to create a larger OHT in our areas.

In early May, the proposed Sudbury-Espanola-Manitoulin-Elliot Lake team was invited to complete a full application to the Ministry of Health. In the 2022-2023 fiscal year, ICAN and its Board of Directors will continue this partnership and be involved in the full application and development of this emerging OHT.

CARF *Accreditation*

I am very pleased to announce that ICAN – Independence and Network has received another 3-year Accreditation from CARF Canada. The site survey took place on September 13 and 14, 2021.

The following are the areas assessed and any recommendations for improvement:

Leadership – no recommendations

Governance – no recommendations

Strategic Planning – no recommendations

Input from Persons Served and other Stakeholders – no recommendations

Legal Requirements – no recommendations

Financial Planning and Management – no recommendations

Risk Management – no recommendations

Health and Safety – recommendations for documentation, analysis and improvement regarding critical incidents

Workforce Development and Management – no recommendations

Technology – recommendations for disaster recovery and business continuity testing

Rights of Persons Served – no recommendations

Accessibility – no recommendations

Quality Individualized Services and Supports:

Program and Service Structure, Design and Delivery – recommendations on medication monitoring in ECC program

Individual Centred Service Planning – recommendations on client goals

Medication Monitoring and Management – recommendations on medication monitoring in ECC program

Community Services Principle Standards – no recommendations

Community Services:

Personal Support Services – no recommendations

Home and Community Services – no recommendations

CARF Accreditation

Here are some excerpts from the decision.

ICAN – Independence Network demonstrated substantial conformance to the standards. ICAN provides excellent supports for adults in Northeastern Ontario. The organization is well respected in the community and enjoys the highest level of satisfaction among the persons served, families and other stakeholders. ICAN has made a commitment to ongoing performance improvement through its implementation of the CARF standards. The organization is commended for its efforts to develop detailed plans for strategy, cultural competency, accessibility, risk management and performance measurement that guide the organization in decision making and ongoing improvement.

ICAN – Independence Centre and Network has earned a three-year accreditation. The leadership team and staff are complimented and congratulated for this achievement.

ICAN benefits from an active board of directors that provides governance oversight and leadership support. The board members include a client receiving supports from the organization, a consumer of services not provided by the organization, and other individuals with a variety of professional backgrounds. The board has established comprehensive policies and procedures that guide governance, leadership development and evaluation, executive compensation, and ethics.

ICAN is recognized as a leader in the community for its knowledge of the service delivery system and the quality of supports provided. The organization is praised for its ability to manage finances and funding to ensure that services can be provided to those needing support. People, including the leadership team, supervisors, and staff, are the heart of the organization. Each person demonstrates a commitment to the mission, vision, and values of ICAN. The leadership team is accessible to staff and clients, ensuring that the person-centred philosophy is central to all supports.

The leadership team is commended for its commitment to promoting from within the organization. The team identifies staff members with potential for promotion and work with these staff members to develop the skills needed to advance as

positions become available. The success of this program is demonstrated by the fact that all supervisors began their employment as Independent Living Assistants.

ICAN has been extremely successful in the implementation and continuous improvement of its COVID-19 pandemic plan. In addition to early acquisition of personal protective equipment, the organization has been proactive in scheduling mobile vaccinations clinics; securing funding for tablets to lend to those in isolation during lockdown; and obtaining grants to provide childcare for employees, a peer support program, and grocery delivery.

The complaint process includes development of corrective action plans based on trends identified.

ICAN demonstrates a strong commitment to its services by having knowledgeable staff members who have served long-time roles within the organization. The staff undergoes continuous hands on training that is specific to the persons served. Staff members reported being happy within the organization and feeling supported by the administration.

ICAN's administration has implemented an exhaustive list of supports to promote the success of clients within its programs. The organization utilizes specialists who not only provide direct care supports to the clients but also provide training to staff who are frontline support for the clients on a daily basis.

In addition to the longevity of the staff, the organization's commitment to the CARF accreditation process and quality services is evidenced in the organization's efforts to improve its staff training and to improve training processes to better support the persons served.

The persons served reported being satisfied with ICAN's services. They reported having access to staff that are responsive to their needs. The clients and other stakeholders reported that the organization has a positive presence in the community. Furthermore, the organization facilitates an inclusive environment in which the clients are offered various supports of their choice and in accordance of their needs, which reflects the organization's mission and values.

Board of *Directors*

Andrew Olivier – Chair

Andrée Lacroix – 1st Vice-Chair

Allan Lamothe – Treasurer

Angela Nahwegahbow – Director

David Stamp – Director

Janice Clarke – Director

Kelly Harding – Director

Nicole Sykes – Director

Todd Robson – Director



Leadership *Team*

Marie Leon – Chief Executive Officer

Carmen Sampson – Manager of Client Services

Paul McDowell – Manager of Client Services

Gaetanne Larocque – Client Services Supervisor

Ian Burcher – Client Services Supervisor

Justin Jeanveau – Client Services Supervisor

Nathalie Hall – Client Services Supervisor

Melanie Savard – Client Services Supervisor

Sue Trapasso – Client Services Supervisor

Krystina Newfeld – Corporate Services Supervisor

Matt Gridley – Scheduling Supervisor

Johanne Ramsay – Executive Assistant



Operational Strategic *Plan*

In conjunction with the Board Strategic Plan, the Leadership also developed a new Operational Plan. Some of the Leadership Team's work over the next 3 to 5 years will include the following:

Continuing to work on effective, efficient operations

- » Developing a better process for supervisors to meet with staff
- » Working towards eliminating violence and harassment in the workplace
- » Improved internal communication pathways
- » Streamlining other internal processes

Developing a broad inclusive culture

- » Strengthening working relationships between immigrants and clients
- » Providing more training to staff on mental health issues

Qualified Committed Employees

- » Recruiting more PSWs
- » Make Outreach positions more attractive
- » Provide more training to staff
- » Develop a retention strategy
- » Develop training manuals for all departments

S.M.A.R.T. Effective Client Transitions

- » Ensuring a seamless smooth transition for clients exiting ICAN services
- » Clear goal setting for all clients

Enhanced Client Services

- » Exploring Volunteer Management

Becoming a recognized community brand

- » Promoting ICAN through community fairs
- » Continuing being a part of external committees

Clear Accessible Publications

- » Clear brochures for clients
- » Handbooks for clients and employees

Smooth Seamless Succession

- » Knowledge Transfer through manuals for new Supervisors/Managers
- » Knowledge transfer of all processes
- » Formalized mentorship for staff

Timely Efficient Data Access

- » Continue our efforts to go paperless

Three new committees will be formed to move Year One priorities forward. There will be a new Effective Efficient Client Services Committee; a new Diversity Inclusion and Equity Committee; and a new Qualified Committed Employee Committee.

Quality Improvement *Plan*

The Leadership Team undertook a review of our Quality Improvement Plan and set targets for the upcoming year. Part of the review included updates of all ICAN process maps. This resulted in ensuring that new programs and services had a full set up of process maps.

ICAN also ensured that it was following all Regional Standard Operating Guidelines, which were developed in partnership with other providers and our funder. Regional Standard Operating Guidelines have been developed for the following Programs:

- » Assisted Living for High Risk Seniors
- » Home Help
- » Personal Support Services for Low Acuity Seniors
- » Respite

As part of our review of our Quality Improvement Plan, several Corrective Actions Plans have been developed. These included:

- » Improvements to Orientation and Shadowing Shifts
- » Home Help billing
- » Ensuring the length of client booking times are accurate
- » Tracking client goals
- » Medication in Enhanced Congregate Care
- » Reporting for Regional Programs

Programs *and* Services

Pandemic

It has been a little over two years since the beginning of the COVID-19 Pandemic. This past year continued to be very stressful for all ICAN employees and clients.

There was a continued impact on some services and programs at ICAN last year. Although our clients and staff took advantage of being vaccinated, the highly transmissible Omicron variant took its toll, with many employees and clients being affected. There were higher than normal staff absences due to either having COVID or being in close contact with someone who had tested positive.

Our Haig Street location, which has been deemed a high risk setting because of our congregate units, was declared in Outbreak in January 2021. Everyone, at every level of the organization had to work extremely hard during the Outbreak.

ICAN worked diligently to secure the proper personal protective equipment for our employees. We were able to provide our staff with goggles, shields, gowns, sanitizer, regular masks, KN95 masks, and N95 masks to combat the virus. We were also able to receive an ample supply of Rapid Antigen Tests which we have supplied to both our employees and clients.

ICAN staff continued to amaze me with their dedication and commitment to ICAN and our clients. Our employees continued to come to work with smiles on their faces, and worked long hours to support our clients.

Scheduling

It has been a difficult and busy time for scheduling over the past year. Obstacles related to the pandemic, staff absences, low recruitment numbers and turnover have all contributed to this. ICAN is fortunate to have a skilled team of dedicated Schedulers who ensure our clients' needs are met.

Our goal is that once ICAN is able to increase staffing to optimal levels, our clients will benefit from booking times not being adjusted so frequently, current client wish lists for additional services will start to be granted, and clients will see a consistent pool of workers. And of course, waitlisted clients may be able to start with our services.

Client Satisfaction

I am very pleased to report that our Annual Client Satisfaction Survey which took place in November 2021, indicated that 95% of our clients are satisfied with our services.

Hwy 144 Expansion

ICAN expanded its services along the Hwy 144 corridor. We took these services over from Red Cross, who was divesting service delivery in that area. The Hwy 144 corridor includes Azilda, Chelmsford, Dowling, and all the way up to Cartier. We worked alongside with Red Cross to ensure a seamless transition for clients to ICAN services.

Programs *and* Services

Partnership with Alzheimer Society, Health Sciences North (HSN), North East Specialized Geriatric Centre (NESGC) and Home and Community Care Support Services (HCCSS)

In an effort to increase the use of our Reintegration UNIT (RIU), ICAN took a step back to evaluate the success of our RIU. The Unit was not being utilized to its full potential, and we realized that we might be able to repurpose the unit to serve a different client population.

A discussion was held with our partners, and all felt that the unit could be used to support clients with dementia. The Alzheimer Society was instrumental in assisting with developing a new program in our unit, where both ICAN and Alzheimer Society staff would work collaboratively to support clients with dementia who were waiting for Long Term Care placement.

ICAN, the Alzheimer Society, Health Sciences North, North Eastern Geriatric Centre and Home and Community Care Support Services worked with a facilitator to build criteria, processes and procedures to develop this program.

Unfortunately, the program was not as successful as anticipated and it was discontinued at year end. The Unit is being converted into a third Enhanced Congregate Care Unit in the new fiscal year.

Independence Training Centre Washroom Renovations

A few years ago, ICAN applied for an Enabling Accessibility Grant to update the public washrooms in our Independence Training Centre. We were advised that our application had not been approved, but might be reconsidered in the future. In 2021-2022, our original application received approval. Washroom Renovations were completed in early 2022. The renovations included updated plumbing, new toilets, sinks, grab bars, flooring, tiles and painting.

Programs *and* Services

Home and Community Support Innovation Centre (HCSIC)

Over the course of the last year, our HCSIC has been formalized in partnership with our funder. ICAN oversees the HCSIC, as the regional banker for regional programs. The staffing and services have been in place for several years, and have provided superior supports to community health service providers.

Ontario Health North developed the Home & Community Support Innovation Centre (HCSIC) in 2021 as a strategic investment to provide North East home and community health service providers (HSP's) with resources to facilitate sector-wide initiative that will improve the health system and the client journey.

The Innovation Centre collaborates with health partners in the development of standardized and equitable approaches to service delivery. This includes leveraging and spreading existing technologies; implementing new technologies; improving information sharing, and refining workflows to gain efficiencies in the provision of home care services.

HCSIC offers the following services:

- » Project management support
- » Administrative support
- » Program/service Analysis and Enhancement
- » Business Intelligence Processes
- » Knowledge Transfer and Skill Development
- » Technical Resourcing and Support

During this fiscal year, the HCSIC accomplished the following

- » Innovation Portal (centralized location to store and share files, training materials, processes etc.)
- » Various program-specific Standard Operational Guidelines
- » North East Community Support Services Network (Caredove)
- » Numerous Standardized Work Processes
- » interRAI CHA Assessor Orientation Training

In the upcoming year, the HCSIC will begin working on their Strategic Plan which was also developed in 21-22. This will be led by the new Manager of Community Development, Kelly Zinger.

Health Human *Resources*

As has been widely reported in the news, all of Health Care has been affected by a Health Human Resource crisis. ICAN is no different.

ICAN was challenged with recruitment of front-line employees, but this was exacerbated by the pandemic. People are turning away from careers in health care; and those who remain are moving on to hospitals and long-term care homes where the pay and benefits are higher. Recruitment and retention will remain in the forefront of ICAN priorities.

Now that things are slowly returning to “normal”, ICAN will be taking part in Job Fairs and increasing community awareness of ICAN.

There is much to report this year in regard to our Human Resources.

The best news to report is that our staff satisfaction level remains high. Employees were surveyed in November 2021, and 94% of respondents reported being proud to work at ICAN.

CEO Coffee Talks were held in August 2021, and employees shared valuable insights and suggestions. This feedback was compiled into an Action Plan and was carried out during the remainder of the fiscal year.

There have been changes to the Leadership structure, as ICAN continues to grow. Changes included the addition of a Manager of Community Development, a second Manager of Client Services, Corporate Services Supervisor, and two additional Client Services Supervisors.

Currently, ICAN has 130 employees. I am proud to report that we have continued to provide as many full-time positions as possible, and we now have an equal number of full-time and part-time employees.

Our front-line employees (ILAs) all qualified for the PSW Enhanced Pay of \$3.00 per hour. Although we have provided all necessary reports to the funder, the funding has been delayed and we have not been able to pay out all of the enhanced payments to our well-deserving staff. ICAN has only received the funding to pay out until October 23, 2021. We are hopeful that the balance owing will be received soon.

ICAN has been successful with student placements. Many of the students who are placed here end up accepting employment. In 2021-2022, ICAN had the pleasure of having five students with us. Two were PSW students from St. Albert's; two were OT/PT Assistant students from Cambrian College; and one was a student in the Physical Fitness and Management Program from Cambrian College.

ICAN reviewed all of our Human Resource policies in 2021- 2022.

In addition, ICAN added several policies including:

- » COVID Immunization Policy
- » COVID Cleaning Policy
- » Meeting Attendance Policy
- » Critical Injury Policy
- » Minimizing the Use of Third-Party Labour Suppliers (TPLS) Policy
- » Working from Home Policy

Health Human *Resources*

ICAN negotiated another 3-year Collective Agreement. The pandemic caused a delay in the negotiations which began in January 2021 and concluded in February 2021. The Collective Agreement is for the term of April 1, 2020 until March 31, 2023.

Training was also affected by the pandemic, and we could not offer any in-person training in 2021 – 2022. In addition, although ICAN applied for Enhanced PSW Training Funding for the fiscal year, we did not receive any of that much needed funding.

Despite all of that, ICAN was able to offer a plethora of on-line training which was developed in-house or purchased through Spinal Cord Injury Ontario, Haxxess Enterprises and HR Downloads.

Here is a sampling of the training provided in 2021 – 2022.

Leadership Team:

- » Performance Appraisal Training
- » ADR (Alternate Dispute Resolution) Training
- » Fire Extinguisher Training
- » Work Place Violence Harassment Training
- » Occupational Health and Safety Awareness Training for Supervisors
- » COVID Employee Health and Safety
- » AODA Customer Services Standard

- » CARF Training (Operational/Strategic Planning)
- » Workplace Incident Investigations Training
- » Employee Motivation and Engagement Training
- » Managing a Distributed Workforce
- » Job Analysis Training
- » Time Management Training for Professionals
- » Terminations for Cause Training
- » Handling Difficult Employee Conversations Training
- » Onboarding Program Training
- » Knowledge Transfer Training for Leaders
- » Providing Effective Feedback Training
- » Interviewing Training
- » Organizational Culture Training
- » New Supervisor Training
- » Health and Safety Overview Training
- » Exit Interview Training for Leaders
- » Workplace Violence and Harassment Training for Managers
- » Cyber Security

Health Human *Resources*

All Employees:

- » Communication Matters
- » Health and Safety Awareness
- » Professional Boundaries
- » Medication Management
- » Stroke Training
- » Diabetes Management
- » Bowel and Bladder Care
- » Back Care Training
- » Triangle Workplace Gossip and Drama Training
- » Critical Incidents
- » Cultural Competency
- » Workplace Sensitivity
- » Coach Approach
- » Crisis Prevention
- » Stroke Rehab 360
- » Active Offer of FLHS Training
- » WHMIS
- » Using a Fire Extinguisher
- » Workplace Violence and Harassment
- » Safe Food Handling
- » Occupational Health and Safety Training
- » Disability Awareness
- » Documentation
- » Disability and Inclusion Training
- » Ontario Health and Safety
- » Respect in the Workplace Training
- » Protecting Confidential Information Training for Employees
- » Workplace Hazards Training
- » Right to Refuse Unsafe Work and Work Refusals Training
- » Worker Participation Training
- » Fire Safety Training
- » Personal Protective Equipment Training
- » Workplace Bullying Training
- » Handling Change at Work Training for Employees
- » Personal Workplace Safety and Security Training
- » AODA Customer Service Standards Training
- » COVID 19 Employee Health and Safety
- » Workplace Violence and Harassment Training
- » First Aid/CPR

Health Human *Resources*

Rehabilitation Support Workers:

- » Virtual Time Program Training
- » Facilitating Difficult Conversations
- » Coach Approach
- » Vision After Stroke
- » Stroke Congress Webinar
- » OBIA Brain Injury Level 1 Training
- » RSW Training Modules
- » Grasp Program Training
- » Cyber Security

Client Service Coordinators:

- » Coach Approach
- » OBIA Training
- » Cyber Security



Staff *Appreciation*

Our Annual Staff Appreciation Event has been on pause for two years because of the pandemic. A catch-up Staff Appreciation Dinner took place on May 26. The following employees were recognized.

5 Years Presentations

Ashley Fragomeni
Monica Cooper
Renée Flynn
Rayane Hooper
Matt Gridley
Debbie Hurd
Daniela Bastidas-Sarmiento
Ginette Thaxter

10 Years Presentations

Amber Carruthers
Sue Trapasso
Carole Bérichon

25 Years Presentations

Marie Leon

35 Years Presentations

Carmen Sampson

20 Years Presentations

Paul McDowell
Ian Burcher

Peer Awards

RSW/CSC
Supportive Housing Department
Outreach Department
Other Supports
(Admin/Scheduling/Maintenance)

Ailyse Bazinet
Michelle Ledrew
Jon Humphries
Gaston Beaulieu

Employee of the Year

Monica Cooper

FISH Awards

Leadership Team
Other Supports
(Admin/Scheduling/Maintenance)
RSW/CSC
ILA
Being There
Make Their Day
Having A Positive Attitude
Having Fun

Susan Trapasso
Ashley Commanda
Shalene Bonhomme
Linda Brideau
Kim Coppo
Ariel Gonzalez
Ellie Ashton
Dale McCarthy

2021-2022 Good News Stories

In August 2021, ICAN was invited by Craig and Katrina Fielding to be the benefitting charity of their Foothills, Trevella, Eastwood Horse Show which was held at the Northern Legacy Horse Farm in Whitefish. The Horse Show was a lot of fun to see, and ICAN, with its volunteers made up of staff and Board members, promoted the agency during the event and also worked in the Food Canteen area. A special thanks to John and Marie Regimbal for volunteering alongside ICAN. They spent the entire weekend cooking, while we took orders and sold the food. ICAN ended up receiving about \$10,000 from this event. And we have been invited back this year. Thank you to Craig and Katrina Fielding for thinking about ICAN.

Also, in August 2021, ICAN won the Dodge Doyle “100 Years in the Community” Campaign and were presented with a cheque for \$10,000. This money will be used for our Stroke Program to continue to offer our clients with Speech Therapy Services.

In October 2021, ICAN received a Facilitation Impacted Award for its work with our facilitator, Jerry Mings. We won the award based on the work done to rebuild its Quality Management and Improvement processes. This resulted in improved uptake of processes, key performance indicators and corrective action plans to strengthen our services.

Sixteen organizations and over 90 facilitators from all over the world were honoured at this year’s Facilitation Impact Awards ceremony.

The Facilitation Impact Awards are the world’s most prestigious international awards honouring excellence in facilitation and the measurable impact facilitation has on the challenges faced by organizations.



2021-2022 Good News Stories

2021

Congratulations to ICAN's 2021 Craig Noble Award's recipient, Sebastien Parent.

Sebastien is 15 years old and he is a grade 10 student at Bishop Alexander Carter Catholic Secondary School. Sebastien has Cerebral Palsy and it affects his legs causing spasticity in the muscles. But regardless of his disability, Sebastien says that he can achieve anything he puts his mind to.

He is a very bright and outspoken young man and says that it did not matter if he was "unable" to do something, or if things didn't go his way, that he would always try to make things happen and attempt to achieve his goals no matter what.

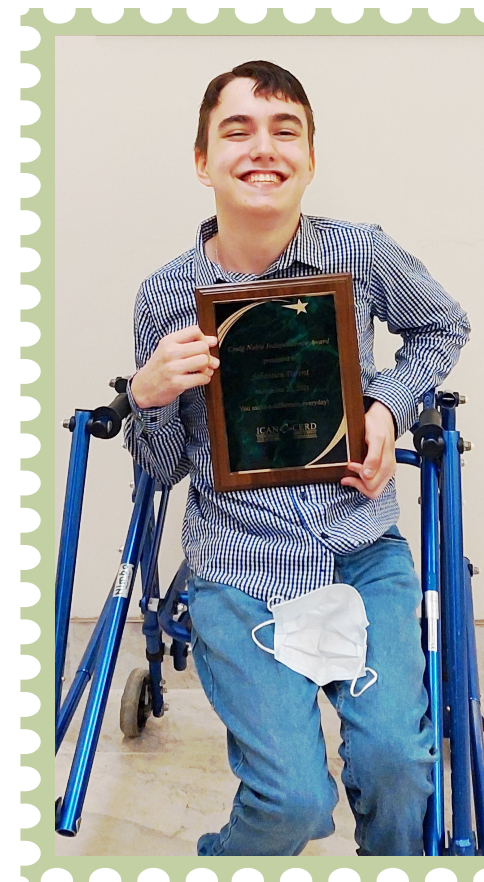
Nancy Coté, Sebastien's physiotherapist at HSN Neo Kids Children's Treatment Centre, shared the following with us: *"I have worked with Sebastien for over 10 years and he is always a pleasure to work with. He requires many visits at the outpatient clinics and at his community school to address his physical needs and equipment requirements. At every visit, he always demonstrates a positive attitude towards his therapy goals and is always respectful towards everyone working around him. He always gives 100% effort in every session and is continuously vocalizing his appreciation for our services."*

Besides his studies, his therapy and volunteering as the Easter Seals ambassador, he also does Karate, he swims and has learned how to skate using a sledge. His parents have always tried their absolute best to help him to be as independent as possible. Already at the age of 15, he has achieved so many things that his doctors did not think would be possible.

When Sebastien was first nominated as Easter Seals ambassador, he felt very honored and thought: *"Here is an opportunity for me to be a role model and show other kids that anyone can achieve anything they put their minds to."*

Sebastien is working towards getting his driver's license when he turns 16 in July and his goal is to drive like his friends and not have to ask his parents for rides anymore. He will first have to do an assessment to see if he can drive with pedals or if he will need hand controls. He was told that the cost of the assessment and any assistive aids he might need are expensive. This award will help greatly towards this next step in Sebastien's life and continuing his journey towards independence. After high school, Sebastien plans to attend University and get his BA in Psychology and maybe even pursue his Master's or PhD Degree.

We met Sebastien when he came to ICAN to accept his award and we must say that these words have never been truer. Sebastien is absolutely amazing and we have no doubt that he will be very successful in anything he chooses to do in life. Congratulations Sebastien, we wish you the very best!



2021-2022 Good News Stories

2022

Congratulations to our 2022 recipient of the Craig Noble Award, Alexander Day.

Alex was diagnosed with Cerebral Palsy at nine months of age. This left him without being able to walk on his own. When he started kindergarten, he was able to get around using his walker and quad canes. This in turn is where Alex gained his excellent public speaking skills as he continually had to educate his new friends and others on his disability.

When Alex was younger, he was the Easter Seal's Ambassador for three years. He spoke at important events like the Easter Seal's Telethon and Dancing with the Stars. During middle school, Alex participated in wheelchair basketball at the YMCA and played wheelchair tennis for the physically disabled. When it was time to complete his volunteer hours, he helped teachers complete administrative activities for student, he volunteered at Health Sciences North and earned more than 30 hours of community service as a camp counsellor to younger students at the Children's Treatment Centre.

Alex is now a 19-year-old college student enrolled in the Computer Systems Technology course. He currently has his G1 driver's license and is working toward getting his full G license.

Alex says his main issue is mobility. He works out a few times a week and attends personal physiotherapy sessions where

he works on his upper and lower body conditioning. He would like the independence that most of his friends take for granted, like being able to work part-time and saving their money. He said that with this award, he will be able to further his education and put money towards transportation to and from college.

Those who know Alex say that he is responsible, hard-working and someone who knows the value of education. He is always polite, welcoming, kind and thoughtful. He is quick to send a caring message on a special occasion or when someone is going through a difficult time. When he was younger, Alex used to babysit and to this day, the kids continue to ask to hang out with him. He is a great role model and the kids certainly look up to him.

Alex is looking forward to graduating from college and then looking for permanent employment, whether it be in his community or moving to a bigger city with more opportunities. He is definitely not afraid of a challenge. He strives to one day being able to live on his own with his own family.

Congratulations go out to Alex and we wish him the best in all of his future endeavors.



French Language Services *Report*

The Ministry of Health has launched its French Language Health Services Database (FLHSD) this past year. All Ontario Health funded health service providers were moved over from the OZi platform. The FLHSD has been developed with the objective of enabling the efficient collection, validation and analysis of French Language Health Services (FLHS) capacity information being provided by health system partners and planners.

This transition was part of the ministry's ongoing efforts to enhance access to FLHS. A key priority in doing so has been to address the limited availability of reliable and standardized FLHS data required to accurately assess FLHS capacity across the province. This in turn will help identify gaps and opportunities for improving regional capacity and access to services in French.

ICAN must submitted its data for 2021-2022 by June 17, 2022. This report is a summary of how ICAN takes into consideration its Francophone clients needs as set out in our accountability agreement with Ontario North.

The Board of Directors also passed a resolution in February 2022, attesting that ICAN has remained compliant with the criteria for its French Language Services designation.

ICAN continues to demonstrate its commitment to provide French language health services in the following ways:

- » We engage in the active offer of French services with clients during the yearly service agreement review
- » Staff are trained on the importance and the need to identify clients' mother tongue and linguistic identity at registration
- » A French language services script has been added to the orientation schedule to ensure all new staff are trained on active offers

- » The French Language Services Committee meets quarterly to ensure continued availability of quality FLS services
- » Proficiency evaluations are completed by all employees who self-identify as French

Percentage of francophone clients: 8.6%

Percentage of francophone staff: 19%

Percentage of francophone board members: 44%

ICAN continues its work as it is essential that we offer fair and effective services that can be adapted to each individual need.

Operational Statistics:

Program Results

Program	2020-21	2021-22
Independence Training Centre (ITC)		
Number of Clients Served	102	89
Outreach Attendant Care		
Number of Clients Served	24	20
ITC & Outreach		
Hours of Service	23,852	25,292
Assisted Living Services - Adults with Physical Disabilities		
Number of Clients Served	37	36
Days of Service	13,023	12,041
Home Help Program		
Number of Clients Served	19	38
Hours of Service	790	1,842
Transitional Unit (RIU)		
Number of Clients Served	19	18
Hours of Service	5,786	5,386

Program	2020-21	2021-22
Assisted Living Services – Seniors		
Number of Clients Served	44	39
Days of Service	11,293	9,361
Regional Post Stroke Transition Services (ICAN Only)		
Number of Clients Served	132	186
Hours of Navigation Services	2,381	2,159
Regional Personal Support Services Low Acuity (ICAN Only)		
Number of Clients Served	37	39
Hours of Service	2,645	3,532
Regional Respite Services (ICAN Only)		
Number of Clients Served	5	2
Hours of Service	401	272

“ICAN is recognized as a leader in the community for its knowledge of the service delivery system and the quality of supports provided.”



Funding *and* Revenue

Revenue Sources 2021-2022

Amount

Ontario Health North	\$ 10,498,066
Rental	\$ 80,941
Fee for Service	\$ 91,742
Board & Donations	\$ 11,164
Investment Income	\$ 3,001

Ontario Health North Regular Funding Breakdown 2021-2022

Amount

Independence Training/Outreach	\$ 1,308,549
Assisted Living Services	\$ 4,348,599
Regional Post Stroke Transitional Program	\$ 1,041,138
Low Acuity	\$ 2,281,803
Respite	\$ 407,660
RIU	\$ 324,733
Home Help	\$ 39,932
Neighbourhood Model	\$ 118,793
PSW Wage Enhancements	\$ 474,234
Haig Street Apartments	\$ 152,625



Financial Statements

Statement of Operations

Year ended March 31, 2022, with comparative information for 2021

	2022	2021
Revenue	\$ 10,728,167	10,028,645
Expenses	10,661,871	10,056,090
Excess (deficiency) of revenue over expenses	\$ 66,296	(28,264)

Statement of Financial Position

March 31, 2022, with comparative information for 2021

Assets	2022	2021
Current assets	\$ 2,799,647	2,122,312
Capital assets	775,557	718,551
Long-term investments	62,799	158,195
Restricted assets	312,621	296,061
	\$ 3,950,624	3,295,119

Liabilities and Fund Balances	2022	2021
Current liabilities	\$ 2,566,077	1,987,461
Deferred capital contributions	379,295	368,702
Fund balances	1,005,252	938,956
	\$ 3,950,624	3,295,119

2022-2023 A Look Ahead

As you can see, everyone at ICAN has been extremely busy this past year. It doesn't look like we will be slowing down anytime soon!

This year we will be taking advantage of a Heritage Fund Grant to hire someone to develop manuals in various departments. This ties into our Succession Plan. We want to make sure that future leaders of our organization are well positioned and knowledgeable as they step into new roles.

ICAN will continue to be involved in the development of an Ontario Health Team in our area. The Board and Leadership team are committed to being part of the OHT to ensure that our clients continue to receive quality care.

ICAN will continue to ensure that we are compliant with new legislation like the Not-For-Profit Corporations Act and the Connecting Care Act.

The Strategic Plan, Operational Plan and Quality Improvement Plan will also all forge ahead.

Staff Meetings and Committees will resume in 2022-2023, and we hope to engage our employees in all aspects of ICAN's continued success.

ICAN is working alongside OPSEU in administering a COPSQ Survey, which measures employee mental health and job satisfaction.

Our Annual Independence Day, which has not taken place for two years, has been scheduled for August 12 and plans are already underway.

ICAN has been approved to hire three summer students through a Canada Summer Grant. Students will be assisting in maintenance, organizing recreational activities for clients and gaining some insights and experience in the Independence Training Centre.

ICAN will continue our advocacy efforts for increased funding, and recognition for our programs and services.

We have been invited back by Craig and Katrina Fielding to take part in this year's Vermillion Classic Horse Show, as one of their Charities of choice.

Thank You

Thank you to our Board of Directors. The Directors have been diligent in their efforts and continue to move ICAN forward. Their continued support and guidance are very much appreciated.

Thank you to our Leadership Team. There have been many changes this year, and dealing with pandemic has been very stressful. We certainly have our “aces in their places” with this team. A special thank you to Diane Loyer, who retired in December 2021 after over 33 years of service at ICAN. We miss her kind and compassionate nature, and her valuable insights into client services.

Thank you to all of our employees. You have been absolutely incredible! You have powered through the pandemic, always putting the clients and ICAN first. ICAN certainly wouldn't be the great agency it is today without you!

Thank you to our funder, Ontario Health North for your ongoing support of ICAN and our services. A special thank you to Sherry Frizzell (retired), and Russ DeCou, who have both been unfaltering supporters of community services and ICAN.

Thank you to Jerry Mings, of The Desk Consulting, who has worked with the ICAN Board of Directors, the Leadership Team, Innovation Centre staff and the Regional HCC Network to assist with developing plans, and training. His insights, guidance and support are appreciated.

Finally, and most importantly, thank you to our valued clients. Your patience and understanding during the pandemic and ongoing human resource crisis are appreciated. Everyone at all levels of our organization, are proud and honoured to provide quality services to you.



Thank You Supporters

(Funders, Memberships, Donors, Committees)

Committees

- » Regional Home and Community Care Network
- » Regional Low Acuity Workgroup
- » Regional Assisted Living Workgroup
- » Regional Respite Workgroup
- » Regional Stroke Workgroup
- » Sudbury/Manitoulin/Parry Sound Home and Community Care Network
- » OHT Development Table
- » Northeastern Ontario Stroke Network
- » Self Directed Funding Model Committee
- » Sudbury COVID Planning Table
- » Regional Home Help Workgroup

Donors

- » Dakota Martel
- » Constance Metayer
- » Irene Dembek
- » Northern Legacy Horse Farm Inc.

Funders

- » Ontario Health North and the Government of Ontario
- » Ministry of Health – Community Health Division
- » HRSCD/RHDCC
- » United Way

Memberships

- » Ontario Non-Profit Housing Association (ONPHA)
- » Northern Independent Living Association (NILA)
- » Ontario Association of Independent Living Service Providers (OAILSP)
- » Ontario Community Support Association (OCSA)

Closing *Remarks*

Despite the pandemic, human resource crisis and lack of appropriate funding, ICAN has had an amazingly successful year. It seems that difficult times brings out the best in everyone. I want to express my deepest gratitude to everyone associated with ICAN. It is an honour and pleasure to be a part of such a wonderful organization.

Marie Leon

Marie Leon

Chief Executive Officer







“People, including the leadership, supervisors, and staff, are the heart of the organization.”



ICAN
INDEPENDENCE
CENTRE AND NETWORK



CERD
CENTRE ET RÉSEAU
D'INDEPENDANCE

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