

ANNUAL REPORT

APRIL 2016 - MARCH 2017

Click here [to begin.](#)

17

vita
community living services
mens sana
families for mental health



BECAUSE OUR MEMBERS' VOICES MATTER

“Helping adults with developmental disabilities, dual diagnosis, and chronic mental illness to foster community, enhance quality of life and community inclusion.”



WE ARE VITA.

PROVIDING SAFETY | PRACTICING RESPECT | PROMOTING COMMUNITY

Contents

Mission	3
Message from the President	6
Message from the Executive Director	7
2015 - 2019 Strategic Directions	8
About Us	10
Our Services and Programs	14
Transforming Stories I	16
Our Workforce	24
Transforming Stories II	26
Governance	30
VITA and the Community	32
Celebrating 25 Years of Friendship with Mens Sana	34
Our Partnerships & Sector Resources	35
Financial Summary	36

2

We are an agency made up of two non-profit charitable organizations:

Vita Community Living Services

Mens Sana Families for Mental Health

MCSS Funded

Vita CLS is primarily funded by Ontario's Ministry of Community and Social Services to provide services to adults with developmental disabilities and/or a dual diagnosis. The agency provides residential supports, respite programs, and community participation programs, as well as clinical and educational services.

Community Support

Mens Sana was founded by families of adults with chronic mental illness, and is funded primarily through charitable donations. Mens Sana provides residential and day services to adults with chronic mental illness, as well as family support programs.



Mission

VITA provides safety, respect and community through services for individuals with intellectual disabilities and/or mental health needs. —

Vision

Providing Safety, Practicing Respect, Promoting Community —

Values

- Understanding that safety is a basic human right.
- Treating everyone with dignity, honesty, respect and compassion.
- Being a caring and professional organization.
- Having progressive, innovative and adaptive personnel.
- Promoting the achievement of individual choices, dreams and aspirations.
- Respecting individual rights.
- Fostering the Italian Canadian heritage of VITA's origins.

31

HELPING MEMBERS AND FAMILIES SINCE 1986

Years



Our Members

Why do we use the term 'Members' when referring to the people we serve?

In 2007, VITA initiated a self-advocate group. The group asked that the agency stop using the word 'client' and use the word 'Member' instead to identify them. We have staff Members, board Members and Members in service.

What we can learn?

DEVELOPMENTAL DISABILITIES A developmental disability is present at birth or develops before 18 years of age. Intellectual disability is a subset of developmental disability. An intellectual disability affects a person's ability to learn. VITA serves people with intellectual disabilities.

DUAL DIAGNOSIS People with developmental and intellectual disabilities can experience mental health problems, thus they have a dual diagnosis.

CHRONIC MENTAL ILLNESS People with serious mental illness are significantly affected by the illness for an indefinite period. Beyond the illness, their lives are compounded by stigma.

What's most important to realize is that regardless of diagnosis, people are people, and all people do well when they are **welcomed, supported** and given opportunities to **succeed.**

Message from the President



Brian Naraine
President



Throughout the year, the Board monitored VITA's progress against its six strategic goals. Two years into our 2015 - 2019 Strategic Plan, much has been accomplished.

Great strides have been made in meeting Member needs, including their changing housing needs. Equally impressive gains have been made in developing our workforce to better support the increasingly complex needs of VITA Members.

VITA has long been known for serving individuals with challenging behaviours and complex needs. While we would like to continue this practice, it became evident last year that our funding base is no longer sufficient to support the extreme support needs of some of our Members.

As such, we worked closely with our major funder, the Ministry of Community and Social Services (MCSS), to address a growing in-year deficit. With the Ministry's leadership and support, we have now secured the resources required to stabilize VITA's financial position, and ensure its long-term sustainability. I am grateful for the guidance and support of our MCSS colleagues who helped us through a financially challenging year.

VITA met or exceeded most of its Balanced Scorecard targets last year, which speaks to the high quality of VITA's services and supports. The organization will undergo the final step in the Accreditation process next fall when FOCUS Canada surveyors will examine all aspects of our operations. We look forward to sharing these results with you soon.

The Board is enormously thankful to the corporations, small businesses, foundations and individual donors who supported us last year. With your generous contributions, more than \$360,000 was raised to fund critical resources and services for Members, including the creation of a Snoezelen Room.

As we close another rewarding year, my sixth as President, I extend sincere thanks to my fellow Governors, and to VITA staff, partners and donors for your unwavering commitment and support. Rest assured that VITA is on track to achieve its six strategic goals by 2019.

Message from the Executive Director



Adam Smith
Executive Director



Last year, we focused on three strategic directions: enhancing Member services; securing the funding required to meet their needs and eliminate our shortfall; and investing in our workforce.

We began by realigning our service operations to strengthen our capacity to serve highly complex populations, address Member, family and staff feedback, and align with provincial funding models. This enabled us to expand fee-for-service programming, fill vacancies more quickly, and provide more support to our staff.

Considerable time and resources were devoted to bringing our direct support staff up to speed with MCSS Regulation 299/10 requirements. They are now well equipped to maximize Member rights and ensure full regulatory compliance.

New partnerships, both internally and externally, featured prominently last year. Our Clinical Services team and Housing and Building Services (HBS) worked closely on home modifications to better meet specific Member needs, ensuring their health, safety and well-being. Last year, we also submitted 10 innovative proposals to address the unique housing needs of current and prospective Members.

With funding from MCSS' Employment and Modernization Fund, we entered into a new partnership with H-CARDD and NADSP to improve access to health care services for people with developmental

disabilities. The two-year project is designed to drive better health outcomes for the individuals we serve.

I am grateful also to our local SEIU leaders who worked diligently and tirelessly on behalf of their Members and with VITA's negotiating team to reach a new collective agreement with our 385 direct support professionals. The new three-year deal brings a period of workforce stability to our organization, and considerable peace of mind to our Members and families, and staff.

As the support needs of our Members continue to intensify, the need to broaden the skill sets of our employees has never been greater. Last year, we continued to invest in our people, providing leadership development, advanced skills training and advancement opportunities to employees across the organization. We also invested in our employees' future with the launch of two new defined contribution pension plans.

We revitalized our annual staff retreat to enhance participation and engagement. And we introduced two new communication vehicles and new IT systems to keep everyone at VITA informed and to enhance productivity.

As I reflect on the challenges and accomplishments of the past year, which you can read about in this year's Annual Report, I see an organization that is stronger and more resilient than ever before.

We have much to be thankful for, and much to celebrate.



2015 - 2019 Strategic Directions

Our strategic plan serves as a road map to chart our course over several years. Characterized by a strengthened focus on the needs of VITA Members, families and staff, it includes the pursuit of new partnership opportunities, establishing leading governance practices and setting the course for long-term financial sustainability. Anchoring the plan are our Vision, Mission and Values, which help guide our actions and behaviours as we work to achieve the strategic goals listed below.

1

Innovation

Meet the needs of our Members -innovatively and cost-effectively.

4

Collaboration

Partner and collaborate for growth and sector leadership.

2

Responsiveness

Respond to the complex and diverse housing needs of Members.

5

Leadership

Practice good governance.

3

Sustainability

Ensure VITA's financial sustainability.

6

Empowerment

Develop robust internal processes and skills to support growth.

We are now two years into the implementation of our plan, which was developed following extensive consultation with our Members, families, staff, board Members, partners, funders, donors and other key stakeholders.



Each year, we engage our staff, Members and families, and partners in translating our strategic goals into actionable operating plans that guide our work on an annual basis and help ensure that we stay on course to realize our strategic goals.



**Increasing our capacity
and Member satisfaction.**

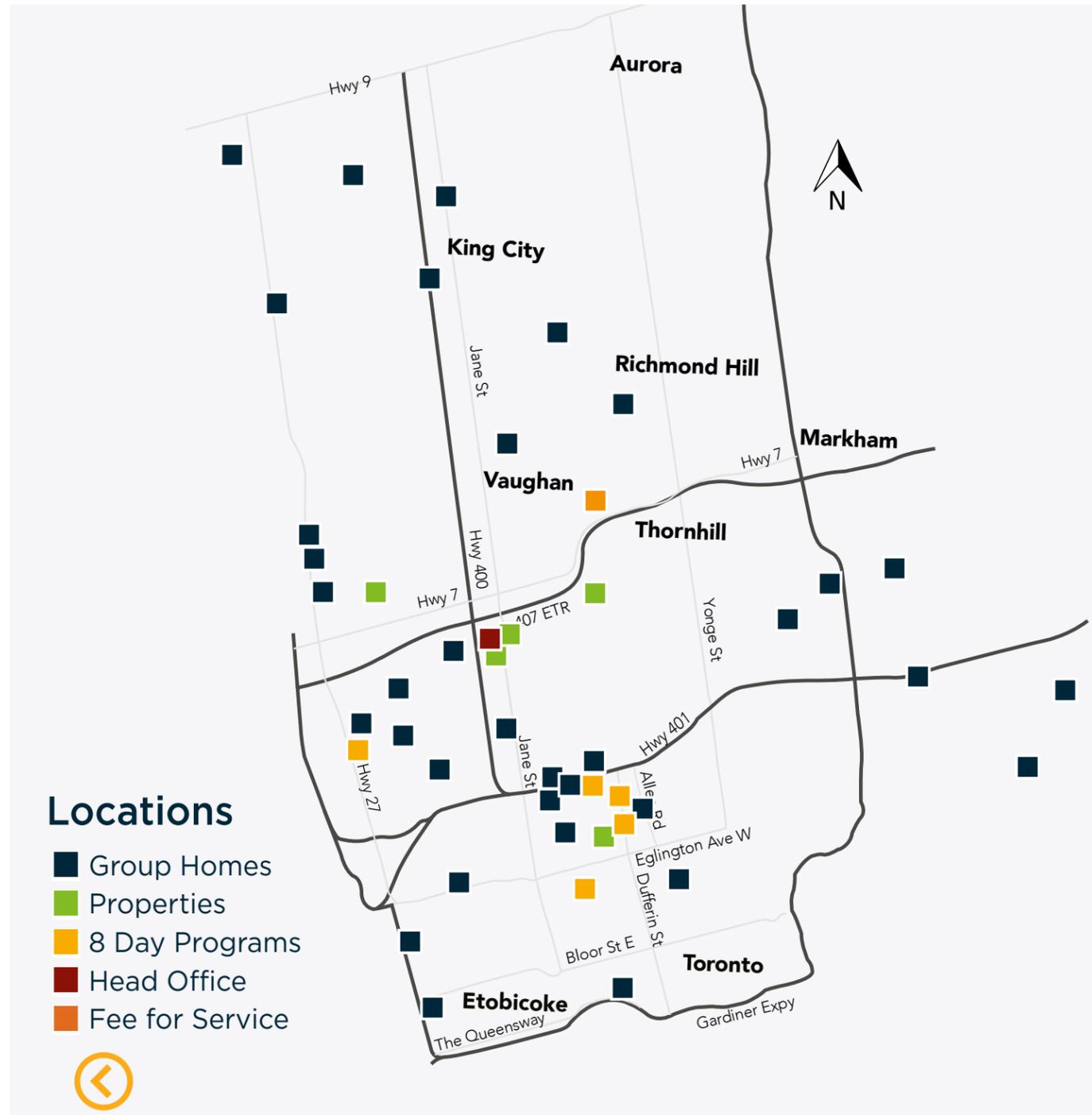
VITA provides a comprehensive and broad range of services. Working in partnership with families and Members, we offer clinical services, education, housing and a variety of well-being and lifestyle supports to meet the needs of our Members from adulthood onward.

We need to constantly grow and change to meet the needs of our Members as they grow and change throughout their lifespan. VITA is committed to enhancing its services and engaging with other stakeholders and organizations to ensure seamless access to meet Member/family requirements.

81 Locations

Eighty-one ways to improve the lives our Members

We are proud to be an agency that responds to the complex housing and support needs of our members. With 81 locations, VITA provides services to individuals and families throughout the City of Toronto and York Region.



Vita Advocacy

Self-advocacy is a fundamental component of VITA's DNA. We actively promote self-advocacy through the following initiatives:



Rights Group

The Rights Group meets to discuss issues regarding living with a disability and the inherent rights that people with disabilities are entitled to. The Group provides direction and consultation to VITA, and reports directly through VITA's Executive Director to the Board.



Member Times

The VITA Member Times Committee produces a quarterly newsletter by Members and for Members. The newsletter tackles important issues like employment and abuse prevention, and features news and entertainment.



Advocates Against Abuse

Advocates Against Abuse is an initiative that engages people with intellectual disabilities to teach other people with intellectual disabilities about abuse prevention. The program was developed in collaboration with four other agencies, and has proven to be a powerful and effective way to get the message out about abuse prevention, voice and self-advocacy to our Members.



Advocating For A Better Future

Advocating For A Better Future was established in 2006 in partnership with The Griffin Centre and Family Services Toronto to co-facilitate, organize and support this community-based advocacy group.



sprOUT

sprOUT is an organization supporting people with intellectual disabilities who are LGBTQ. It is supported by three Member agencies - the Griffin Centre, Community Living Toronto and VITA.



Committed to understanding that safety is a basic human right.

Clinical and Educational Services

WHAT WE DO

Clinical and Educational Services (CES) provides a range of therapeutic interventions and learning opportunities for VITA Members, helping them to acquire new skills and develop the abilities to manage themselves in a variety of circumstances to support the achievement of their life goals. The CES team also provides consultative services and specialized training to frontline staff to enhance their capacity to meet the changing and increasingly complex needs of our Members. Advanced education and training is also offered to other sector-related agencies with whom we often collaborate to develop new and more effective service and support approaches.

Progress and Achievements

200

Goals

Consultation

Delivered: Gave our Members the power of voice and a greater variety of choice in their lives.

Stats: Worked closely with VITA Members to help them develop more than 200 goals for personal growth and skills development last year.

128

Members

Self-Improvement

Delivered: Taught self-advocacy, self-reliance and other skills to ensure that Members are able to maximize their rights and responsibilities as contributing adults.

Stats: 128 of our Members chose to participate in the Learning You program last year.



285

Monthly Webinar Participants

Education

Delivered: Provided education to our staff and direct support professionals internationally.

Stats: Through our monthly webinars, which attracted an average of 285 participants a month from across Canada, the U.S. and the U.K., we provided education to VITA staff and other direct support professionals from around the world.

12

Issues

Learning

Delivered: Working alongside our direct support professionals, we gave them an opportunity to deepen their skills in serving complex populations.

Stats: Published 12 issues of The International Journal for Direct Support Professionals (DSPs), which has earned a loyal and growing following of readers across the globe.

OUR OBJECTIVES

- At VITA, we use evidence-based approaches to service provision, developing, adopting and adapting best practices to meet the individual needs of each of our Members.
- We continue to expand the skill sets of our clinicians to keep pace with evolving best practices and to better serve a variety of specialized populations.
- We share our knowledge and skills broadly with the sector, across the country and around the world.

“Taking the lead from our Members in the provision of clinical and educational support to meet their individual goals.”

Looking ahead



We plan to provide options and opportunities for our Members to fully contribute to the communities in which they live by developing educational and clinical strategies in response to recent literature about the risks and realities of community living.

What we can learn



Service, Support and Success: The Direct Support Workers Newsletter changed its name to “The International Journal for Direct Support Professionals”. This popular newsletter contains easy-to-read, practical articles for DSP’s on a variety of topics that are pertinent to their role in supporting people with intellectual disabilities.

Transitional/Treatment Services

WHAT WE DO	We provide transitional, treatment and short-term post-treatment supports to adults with complex behavioural needs and/or a dual diagnosis to enable them to live as safely and productively as possible in their communities.	
	Community Reintegration	Appropriate Access
Delivered	Provided structured environments that support learning and skill development, and enhance quality of life for Members, their families and service providers.	Made more opportunities available for Members to experience community and social activities.
Stats	Last year, we supported more than 17 individuals with complex behaviours to re-integrate into their communities while maintaining their safety.	Decreased inappropriate Emergency Department visits by developing individualized models of support for these Members and by teaching them coping strategies so they are better able to manage challenges as they arise.
Looking ahead 	<ul style="list-style-type: none"> In 2017/18 we plan to open a new high support home to support four individuals with complex behavioural needs. In 2018/19 we are also developing a new housing model for adults with Prader Willi Syndrome, a rare and complex genetic disorder that, due to feelings of constant hunger, can lead to chronic overeating and obesity as well as a host of other health conditions. 	

“ Ensuring that Members receive comprehensive person-centred planning and approaches through both treatment and transition.”

Mental Health & Support Services

WHAT WE DO	We provide the clinical services and supports adults with chronic psychiatric diagnoses need to manage their illness, learn new skills and participate more fully in the community. Services and supports are offered on both a long- and short-term basis through our residential programs and a drop-in centre where various therapeutic programs are offered.
	Cross-sector Collaboration
Delivered	Provided a safe place for 30 adults with chronic mental illness to call home. Provided respite services to 87 families, enabling them to take a breather and relax.
Stats	<p>Last year, we reached our goal of 90% efficiency in making matches that led to quick access to new spaces available. Through our safe bed program, we offered shelter to four individuals who became homeless or who were at risk of losing their homes.</p> <p>We partnered with the Canadian Mental Health Association (York Region) to expand the depth and breadth of our program activities. Because of this partnership, we further enhanced service by offering new activities, such as art and current event groups and social circles, to our Members.</p>
Looking ahead 	<ul style="list-style-type: none"> Next year, we will be expanding Support Services to accommodate our growing fee-for-service program. VITA's fee-for-service program enables individuals and families to pick and choose from a broad selection of both in-house and community-based services and activities. They can put in place their own unique mix of community services and supports that are offered throughout the community to foster greater inclusion and involvement in the community.
What we can learn 	<p>Fee-for-Service Programs</p> <p>Provides service options and activities tailored to the interests, goals, and preferences of each individual participant. The goal of this program is to build opportunities for self-expression, confidence and establish relevant relationships within the community.</p>

Friends of Mens Sana | Families for Mental Health

Twenty-five years ago a group of families came together to support one another by creating “Friends of Mens Sana” with the idea to improve the lives of those adults leaving with mental illness by making treatment and support more accessible, inclusive, safer and easier. Funded almost exclusively by the generosity of donors, Mens Sana enriches lives and provides relief through its residential supports, clinical and referral services, and day programs for adults with chronic mental illness.



I

Transforming Stories

“When Jonathan came to VITA a few years ago, he had a hard time transitioning. He appeared unhappy, and would scream or become uncooperative. Program staff worked to create an environment to better meet his needs. They discovered that he likes soft music and smaller, quieter groups with a focus on activities that Jonathan enjoyed.

One day, Jonathan chose to join a larger, more active group. Following his lead, his support staff began to engage him with his peers. He started to build relationships with them and became a contributing Member of the group. Success comes from recognizing and understanding a Member’s needs and comfort levels, and letting him take the lead with his experiences. Today, Jonathan is fully engaged and chooses to participate in activities that, at times, can get very rambunctious and loud.”



Like Jonathan, many other Members find daily opportunities to grow and practice their community participation skills.

Community Participation Services

WHAT WE DO

VITA Community Participation Services (CPS) provides educational and experiential learning opportunities aimed at supporting independence, self-advocacy and community inclusion. Our dedicated staff work with each Member to design their day to be experienced in their own way. The CPS team works collaboratively with the clinical team when providing support to individuals who need a formalized approach to skills development. Our services are meant to empower people to create meaningful connections and friendships while developing life, leisure and employment skills.

Progress and Achievements

480

Directed Goals

Support Growth

Delivered: Focused on developing individualized goals and delivering opportunities and experiences that support personal growth and goal attainment.

Stats: Last year, we supported Members to create 480 goals for themselves, some of which included learning how to access public transportation independently and becoming more physically active by swimming twice a week.

1,868

Opportunities

Promoting Community

Delivered: Facilitated 1,868 opportunities to encourage and support Members to practice their community participation skills.

Stats: Coordinated four agency-wide celebrations of cultural diversity and one inter-agency summer fun day.

1

Snoezelen Sensory Room

Delivered: With funds generated by the 2016 Rally for VITA, we are creating a Snoezelen Sensory Room, which Members can use to relax, stimulate and explore their senses, and learn new things independently in a safe space designed to meet their unique needs.

Stats: The room is still under construction. Completion is slated for late summer, early fall 2017.



OUR OBJECTIVES

- Our CPS team aims at maximizing the individual's input into their own day, we aim to offer choices and opportunities which build on and individuals strengths and interests.

“Providing innovative community supports that are flexible and responsive to Member needs.”

Looking ahead



We expect to complete construction and open our new Snoezelen Room for Members to explore and enjoy in the late summer, early fall 2017.

We are also looking forward to starting a new service advisory group which includes families and Members.

Next year, we plan to improve service activities to reflect current trends and Member needs, including the modernization and enhancement of our sites.

What we can learn



Promoting Community: At VITA, we know that people need to have meaning and purpose in their days and therefore work to ensure that each Member finds themselves challenged and engaged in what they are doing and always have things to look forward to. At our Community Participation Programs we have the perfect opportunity to build social skills and social networks for the Members in our service. We understand that each Member has, like we all do, social needs that need to be met.

Residential Services

WHAT WE DO

We provide residential supports to adults with complex behavioural needs and/or a dual diagnosis (an intellectual disability and diagnosed mental illness), enabling them to live actively, fully, safely, and as independently as possible in the community. Supports are calibrated to individual Member needs and abilities. Our direct support professionals work closely with Clinical and Educational Services to bolster existing skills and to identify and deliver new skill-building opportunities. We are mindful that Member needs, interests and behaviours change over time, and that our services and supports need to evolve in step to ensure that their needs are met.

Progress and Achievements

330

Staff Trained
Performance

Delivered: Trained all direct support professionals working in our residential programs on meeting Member needs in accordance with VITA's policies and procedures and Ministry regulations pertaining to privacy and confidentiality, personal support plans, medication practices and procedures, and clinical documentation.

Stats: To date, more than 30 senior and middle managers, and 300 direct support professionals have received this refresher program.

102

VITA's Rights
Rights Approach

Delivered: Ensured Members rights are respected within the agency through a process of sober second thought. Members are invited to discuss any aspect of their service plan which they wish to have reviewed. Members have a voice at the table and choice in the service they receive.

Stats: VITA's Rights Review Committee, which includes representation from the agency's operational and clinical team, the community and Members reviewed more than 100 Member rights and restrictions to ensure that Members' rights are known and respected throughout our organization.

OUR OBJECTIVES

- We provide a variety of staffing supports based on the individual's needs.
- We staff our homes with specialized and skilled talent to best support the Members.
- We meet quality standards, and provide tools, and development activities to continue growing, diversifying and innovating as a human service organization.

299/10

Regulation
Compliance

Delivered: Ensured practices are in accordance with Regulation 299/10, Quality Assurance Measures/Compliance

Stats: Reviewed all policies and procedures related to Ministry Regulation 299/10 and created helpful hints packages for all staff who work closely with our Members to ensure compliance.

Quality Assurance
Measures Training



1

Accreditation
Committee

Successful Practices

Delivered: VITA created an agency-wide Accreditation Committee to engage staff throughout the organization in this innovative and robust quality improvement program that reflects current successful practices and trends in community-based human services.

Stats: Committee Members informed and contributed to the preparation of the required on-site documentation and created new, plain language policies and procedures for VITA Members. The Committee has also been instrumental in preparing the entire organization for the on-site validation process which will take place next fall.

Looking ahead

- In the fall of 2017, VITA will embark on the final phase of the Accreditation process when a team of external reviewers visits the organization to examine our quality improvement efforts. Given the highly complex nature of the individuals VITA serves, managing and mitigating risk is always front and centre. Next year, we will review our internal processes and offer additional staff training to ensure that we are well equipped to support the increasingly complex and evolving needs of our Members, and to keep both our staff and Members safe.



What we can learn

Residential Programs: VITA supports more than 400 Members to access safe, secure and supportive environments, from residential, respite, treatment, safe-bed and supported independent living to community participation programs across two regions and six municipalities.



“Maximizing Member, family and community benefits.”

Housing & Building Services

WHAT WE DO	<p>VITA takes great pride in offering flexible residential, respite, treatment, safe-bed and independent living accommodation that enable Members to live as independently as possible with supports appropriate to their needs. Our Members are aging. Their support needs are becoming more complex as are their accommodation requirements. That's why Housing and Building Services continues to explore new opportunities and new ways of meeting their housing needs with facilities that are not only accessible, but safe, secure, supportive and comfortable for VITA's 400-plus Members.</p>			
	Design Renovations	Adapted Environments	Community Engagement	Senior Support
Delivered	Implemented major renovations to meet the behavioural and/or physical needs of our Members. We worked closely with Clinical and Educational Services to design these environments to maximize safety, day-to-day living experience and comfort.	Adapted several other living spaces to keep Members safe and facilitate their independence.	Community Neighbourhood Program: As part of our community engagement strategy, the team made a point of visiting with neighbours of 11 VITA homes.	Supported living for single seniors with developmental disabilities and dual diagnosis living in a group-like environment (three-bedroom apartments) and/or supported living with single adults with developmental disabilities and dual diagnosis living in a group-like environment (three-bedroom apartments).
Stats	Created and/or renovated custom spaces to accommodate the physical and psychosocial therapeutic needs of six highly complex and agitated individuals. Some of the features added to those environments included seamless construction, non-slip flooring, MDF wall panels, a Hygienic wall system and a Sensory room.	We renovated 10% of our washrooms to enhance accessibility and safety.	Noticed a significant drop in maintenance-related concerns and strengthened our relationships with our neighbours by visiting our homes. We are determined to be good neighbours and to do our part to address local concerns.	Enhanced 10 supported independent living units for single adults with dual diagnosis.
	Recent Social Housing Partnerships		Property Management At VITA, we take property management very seriously. Our team focuses on building good relationships with stakeholders and managing reporting procedures. This year, in collaboration with Program Services and Compliance, we created a new Committee which aims to achieve our goal of providing safety and high-quality services to our Members.	
Partnerships	In 2016/17, we presented at the National Association for Persons with Developmental Disabilities and Mental Health Needs (NADD) annual conference on the benefits of collaboration between VITA's Housing and Building Services and its Clinical and Educational Services team when it comes to planning and making home modifications to better meet the needs of Members.		Partnered with the Special Needs team at Skylark Children, Youth and Families to provide residential placement for adults blocking children's beds. The individuals supported by Delisle have extremely challenging needs that require specialized environments to ensure the safety of individuals with a dual diagnosis as well as the staff working in these homes.	

Looking ahead

- Our Department will continue to work collaboratively with VITA programs and Clinical and Educational Services in the provision of Member services and supports.
- We will continue to build relationships with our neighbours and area partners to optimize community access and participation for VITA Members.



- Through research, education, awareness building and the use of best building practices, we will continue to advocate for and create safe, secure and comfortable homes tailored to the needs of our Members.

What we can learn

Property Management Software

VITA operates with an on-demand software solution that serves the tracking and management needs of our residential and day program staff. We addressed 85% of staff requests for property repairs and maintenance; 10% of such requests were deferred pending capital funding approvals; another 5% due to seasonal limitations.



Investing in our People

WHAT WE DO

VITA's human resources strategy is a critical component of employee well-being. By investing in our workforce and fostering a culture of transparency, inclusiveness and respect for all, we maximize the productivity of our organization.

Progress and Achievements

12 Staff Promoted Advancement

Delivered: Provided staff with internal opportunities for growth and advancement by promoting from within the organization.

Stats: 12 VITA Staff Members were promoted.

70 Policies Quality Management

Delivered: Implemented relevant and up-to-date policies and procedures to guide and support staff through their day-to-day work activities.

Stats: New policy and procedure manuals released with over 70 new or revised policies.



1 Awareness Week Workplace Health & Safety

Delivered: Continue to provide a healthy and safe working environment by implementing robust programs with the assistance of the Joint Health and Safety Committee (JH&SC).

Stats: VITA participated in the annual initiative "The Health and Safety Awareness Week".

6 Apprenticeship Program Applicants /or Graduates People Strategy

Delivered: Invested in our workforce by providing training and development programs to enhance skill development, such as the DSW Apprenticeship Program, Supervisor Mentorship Program, and many Train-the-trainer opportunities.

Stats: In 2016, VITA enrolled 2 new applicants in the DSW Apprenticeship Program. Four VITA staff successfully completed the VITA DSW Apprenticeship Program of readers across the globe.

Communications & Information Management

WHAT WE DO

Technological advances play a crucial role in facilitating cross-agency communication, collaboration and learning. At VITA, we are constantly on the lookout for new platforms and systems to enhance organizational productivity and performance.

Delivered: Introduced new technology to improve productivity and to engage our team in our operations at all levels.

Stats: VITA participated in the annual initiative "The Health and Safety Awareness Week". Collaborated with staff throughout the organization to create a marketing communications strategy.

Launched a new staff portal to enhance team interactions and internal communication.

Adopted an email marketing platform and introduced an Executive Newsletter to keep everyone informed of organizational news and developments, build and support relationships, loyalty, trust and brand awareness.

“Improving
and modernizing
our information
management
systems.”



Looking ahead

We will implement creative strategies to engage our stakeholders, increase public awareness and contribute to VITA's growth and profitability. We will also continue to invest in internal communications and information management to increase employee engagement and operational efficiency. And we will establish and maintain an ongoing advocacy dialogue with VITA's audiences by improving our website functionality and social media presence.

III

Transforming Stories

About one year ago, one of our Members approached Housing and Building Services with a request for employment specific to painting. A resume was submitted and a formal interview was granted. This Member is hearing impaired so translators were brought in during the interview process. Based on the Member's resume, interview and desire to work, employment was granted.

Equipment was ordered and made ready for the Member who was scheduled to different program locations where he helped maintenance workers and often worked independently to complete specified painting assignments. The jobs were completed to the satisfaction of Building and Housing Services, but more to the point, to the immense satisfaction of the Member who resides in one of the rooms painted.



Based on the Member's resume, interview and desire to work, employment was granted.

DIVERSIFIED FUNDING	TARGET \$Millions	ACTUAL \$Millions
Passport Funding	1.2	1.4
Fee-for-Services / Other Agencies	2.3	2.3
Residential Fees	2.3	2.0
Total	5.8	5.7

Balanced

CLINICAL & EDUCATIONAL SERVICES	TARGET	ACTUAL
Members benefiting from clinical services	120	125
Members taking a learning you class	338	368
Issues of support, services & success newsletter	12	12
Webinars	6	11
Conference presentations	4	8
Chapters	1	2



HUMAN RESOURCES	TARGET	ACTUAL
Supervisor mentorship program	5	6
Part-time promoted to full-time status	7	12
Lost time vs. WSIB lost time denied	3	2
Number of interviews per year	150	254

Scoreboard

MEMBER SERVICES	TARGET	ACTUAL
Members using community participation	226 (MS)	226 (MS)
Members using residential services	218	221
Members' families using respite program	89	100
Members using fee-for-service programs	31	40
Safe bed programs	6	4

*Safe Bed has been blocked due to the increased number of crisis in community and lack of funded beds.





Our Senior Team

Our unique management approach sets a clear, rigorous course for growing leadership in our operations at every level. As a result, our leadership team reflects a group of diverse individuals with breadth and depth of experience across the organization.

Board Sub-Committees



“Advocating on behalf of the organization and its Members by ensuring good board structure, processes and outcomes that reflect leading edge practices.”



Governance

Board of Governors
as of March 31, 2017

President:
Brian Naraine

Vice President:
Frank DeCesare

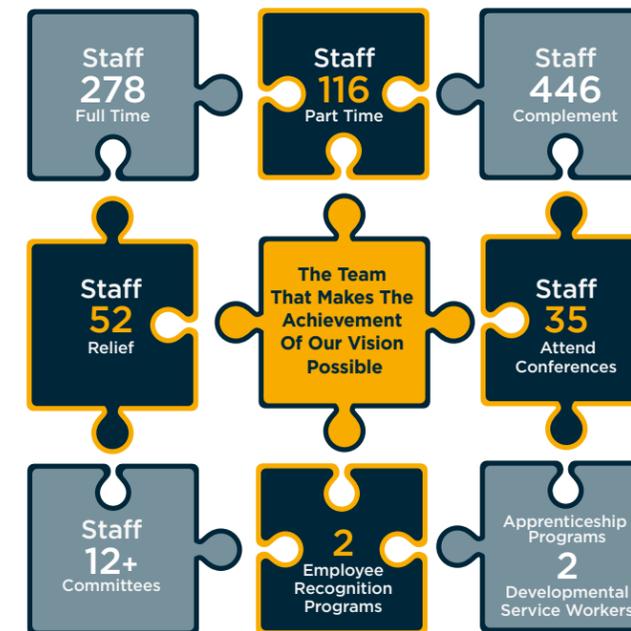
Treasurer:
Larry Andrade

Secretary:
Paul Bottos

Executive Director:
Adam Smith

Governors:
Ken Cancellara
Robert Caruso
Fausto Gaudio
Susan Mikulicic
Frank Petti
Marcellina Galvan

A Centre for Workforce Excellence



We continue to work toward becoming a service provider of choice and centre of workforce excellence by:

- partnering with community colleges
- participating in job fairs and conducting on-site recruitment fairs
- developing robust internal processes and skills to support further growth
- rolling out a succession plan for key critical roles within the organization
- implementing a new engagement and recognition strategy
- engaging employees in the development of VITA's social media strategy

Recognizing our Top Performers

JOHN A. GENNARO AWARD: Established in 1990, this award is named in honour of our founding President and is given to direct support professionals who have demonstrated outstanding commitment to Vita Community Living Services or Mens Sana. In 2016/17 the award was presented to:

Onoufrios M. Laoumzis
Samantha Emms
Monika Clara

SERVICE AWARDS: Every year, we acknowledge the dedication of staff who have worked with VITA for long periods of time. Last year, six employees celebrated 20 or more years at VITA. They are:

30
years



Rose Castronovo



Janet Grant-Helwig

25
years



Onoufrios Laoumzis



Elsa Solorzano

20
years



Lori Hamilton



Ann Le Blanc

VITA and the Community

2016 Rally for VITA

The perfect opportunity to take out your motorcycle and hit the open road.

Our annual Rally for VITA fundraising event brings together the popularity of motorcycling and fundraising in support of VITA Members. The Rally features celebrity riders, a family-friendly lunch, and time for Members and riders to meet and mingle. The proceeds of last year's event will be used to create a Snoezelen Sensory Room, which Members can use to relax, stimulate and explore their senses, and learn new things independently in a safe space. A huge thank-you to all participants and our corporate sponsors who raised more than \$25,000.



Car Wash Fundraiser

Members helping Members

The Rights Group held two car washes last year to help cover the costs of running the group. They can make up to \$400.00 per summer. The events were initiated about 10 years ago to enable the group to become more self-sufficient. While they continue to receive ongoing support from VITA CLS, proceeds from the car washes give The Group more freedom in making day-to-day decisions as a group.

Fort McMurray Fundraiser

Communities Supporting Communities

Communities Supporting Communities, an exciting venture initiated by VITA CLS, was a province-wide fundraiser for Choices, the organization that supports people with intellectual disabilities in Fort McMurray, a community devastated by wildfires last spring. The fundraiser encouraged agencies and self-advocate groups across Ontario to host an event to raise money for the self-advocates supported by Choices. In the end, we raised \$17,915.65 to support our colleagues.



Pride Parade

July 3, 2016

VITA was the first organization to support people with intellectual disabilities to march in Toronto's Pride parade. What began with a request from our LGBTQ Members more than 10 years ago, has turned into an annual event that our Members look forward to participating in every year.

“Communities Supporting Communities is an excellent opportunity for us to learn how we can best support each other when crisis happens.”

Nancy Wallace-Gero
of Community Living Essex County

St. Patrick's Day Parade

March 19, 2016

For the eighth year running, VITA Members participated in the Saint Patrick's Day parade in downtown Toronto. The parade offers a great opportunity for VITA Members to take part in a large community event and to publicly express that VITA is a diverse and welcoming agency.

Celebrating 25 Years of Friendship with Mens Sana

Last October, the Friends of Mens Sana hosted their 25th Annual Fundraising Dinner at the Famee Furlane Club with special guest, six-time Canadian Olympic medalist in cycling and speed skating, Clara Hughes. The gala marked 25 years of friendship, generosity and support from our community.

A special tribute was made to acknowledge the valuable efforts and extraordinary commitment of volunteer gala committee chairs, Sam Ciccolini and Vito Bianchini who, over the past 25 years, have helped to make life more accessible and inclusive for adults living with chronic mental illness. Over 500 people attended the event, which raised over \$216,000. Thank you to everyone who volunteered their time, energy and talent to make last year's event such a huge success.



OVER **500**
PEOPLE ATTENDED



RAISED OVER
\$216,000



Our Partnerships & Sector Resources

VITA has a long history of working with others in the developmental and health sectors to advance services and supports for our Members, and to increase participation in society. Whether it's working with other service providers to ensure Members receive the additional care and treatment they need, advocating for Member rights, or leading and participating in various industry initiatives, VITA has always stepped up to the plate. To the organizations, associations and regions who work with us on new and ongoing initiatives related to advocacy, service and support provision, housing, research and education, and awareness building, we would like to thank you for your generous support.

“ I have achieved one of my biggest dreams with the help I got from Mens Sana. It all begins with welcome. Welcome that, for many with chronic mental illnesses, is rarely felt.” Mens Sana Member

Becoming a leader in strategic alliances and targeted collaboration through partnerships

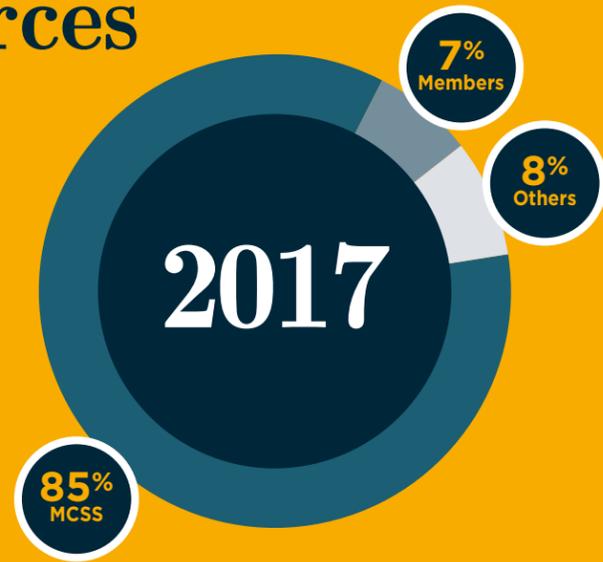


Financial Accountability

VITA CLS and Mens Sana's external accountability and quality reporting is well respected by its funders and stakeholders. VITA has experienced significant growth over the years: in 2017 total revenues exceeded \$29 million. This upward trend in growth has not been matched with scalable infrastructure. In order for the organization to continue to support sustainable growth in the near future, VITA will need to strategically advance its infrastructure. This will require major investments in information technology systems, its facilities and organizational support services.

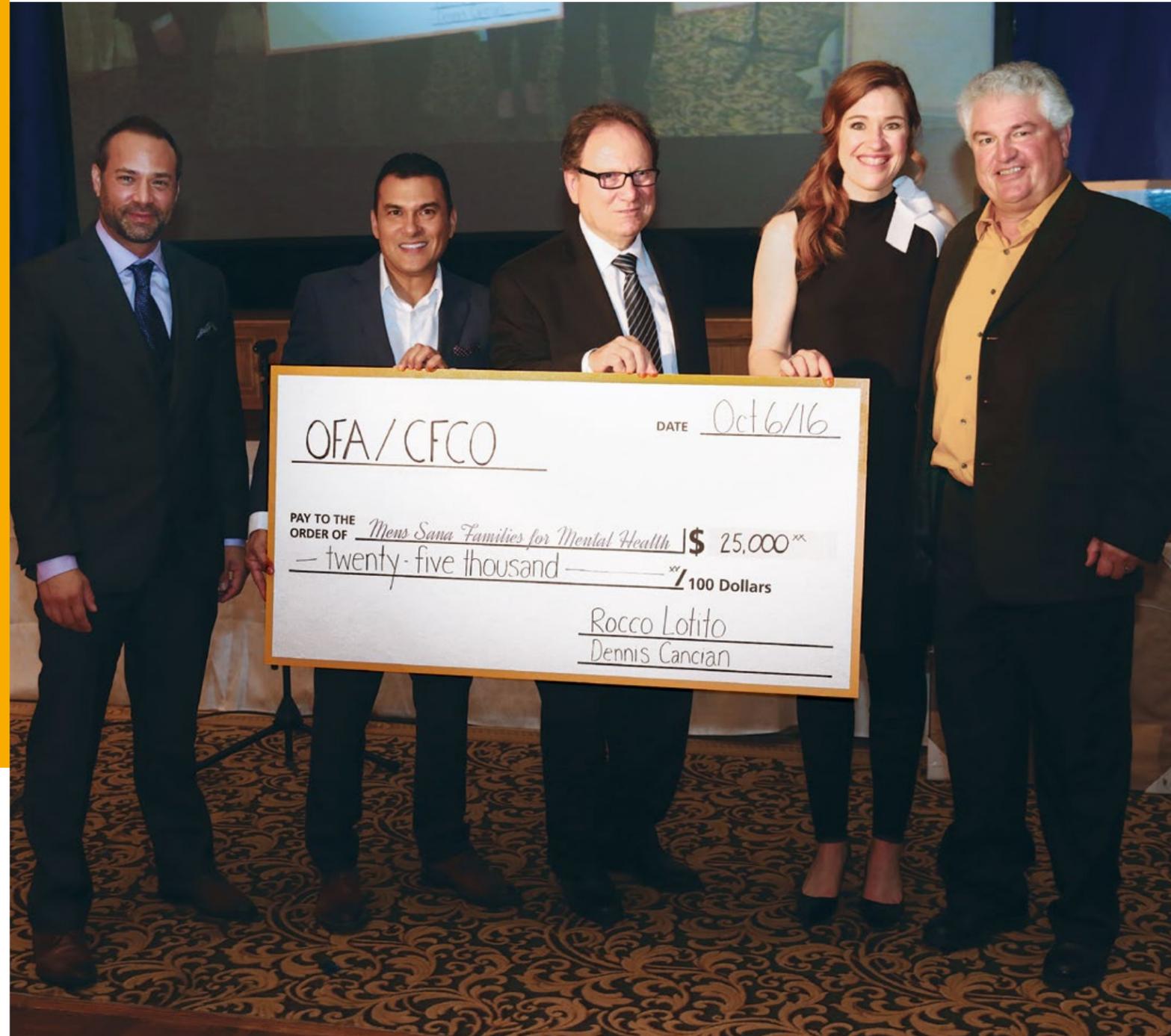
“Diversifying and stabilizing funding, while exploring opportunities for growth.”

Revenue Sources



Expenditures

14% Variable 86% Fixed

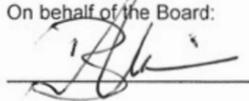


Total Revenue Over the Past Two Years



Condensed & Consolidated Statement of Revenues and Expenses

YEAR ENDED MARCH 31, 2017

VITA COMMUNITY LIVING SERVICES OF TORONTO		
Statement of Financial Position		
March 31, 2017, with comparative information for 2016		
	2017	2016
Assets		
Current assets:		
Cash (note 2)	\$ 2,111,650	\$ 383,044
Accounts receivable (note 3)	657,717	386,959
Provincial grant receivable	622,870	296,438
Sales taxes recoverable	405,608	341,792
Prepaid expenses	50,590	65,194
	<u>3,848,435</u>	<u>1,473,427</u>
Capital assets (note 5)	5,268,826	5,081,746
	<u>\$ 9,117,261</u>	<u>\$ 6,555,173</u>
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities (note 6)	\$ 3,336,436	\$ 2,069,421
Due to Mens Sana Families for Mental Health (note 4)	285,766	21,369
	<u>3,622,202</u>	<u>2,090,790</u>
Advances from Villa Charities Inc. (note 7)	548,071	548,071
Deferred government grants related to capital assets	2,900,698	2,697,437
Net assets:		
Net assets invested in capital assets (note 8(a))	2,368,128	2,384,309
Unrestricted net deficiency	(321,838)	(1,165,434)
	<u>2,046,290</u>	<u>1,218,875</u>
	<u>\$ 9,117,261</u>	<u>\$ 6,555,173</u>
See accompanying notes to financial statements.		
On behalf of the Board:		
	Director	
Brian Naraine, Board Chair		Paul Bottos, Secretary



NOTES: The financial information in the condensed and consolidated statements is drawn from VITA Community Living of Toronto audited financial statements.

YEAR ENDED MARCH 31, 2017

VITA COMMUNITY LIVING SERVICES OF TORONTO		
Statement of Earnings		
Year ended March 31, 2017, with comparative information for 2016		
	2017	2016
Revenue:		
Ministry of Community and Social Services ("MCSS")	\$ 23,817,189	\$ 21,455,170
Fees for service and other client fees	3,888,495	2,980,185
Other	1,275,107	1,394,335
	<u>28,980,791</u>	<u>25,829,690</u>
Expenses:		
Salaries and benefits	21,561,324	19,711,242
Maintenance	1,884,878	1,511,456
Purchased services	1,061,744	928,726
Rent	860,230	749,630
Office and general	791,146	858,526
Food	599,185	598,261
Vehicle operation and maintenance	465,204	411,882
Supplies	215,958	400,205
Residents personal needs	176,739	185,646
Program expenses	176,703	132,341
Insurance	128,648	130,585
Transportation and travel	121,238	117,266
Bad debts	77,824	14,090
Professional fees	8,291	53,069
Bank and interest charges	8,083	6,911
	<u>28,137,195</u>	<u>25,809,836</u>
Excess of revenue over expenses before the undernoted item	843,596	19,854
Amortization of capital assets (net of deferred capital grants related to capital assets)	16,181	17,528
Excess of revenue over expenses	<u>\$ 827,415</u>	<u>\$ 2,326</u>

If you would like to view the complete audited financial statements of VITA CLS and Mens Sana, please visit www.vitacls.org

NOTES: The financial information in the condensed and consolidated statements is drawn from VITA Community Living of Toronto audited financial statements.





4301 Weston Road,
Toronto, ON M9L 2Y3
T. 416.749.6234
F. 416.749.1456
www.vitacsls.org

40