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**vita**  
community living services  
**mens sana**  
families for mental health



# ANNUAL REPORT



2018-2019

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# WE ARE VITA.

PROVIDING SAFETY | PRACTICING RESPECT | PROMOTING COMMUNITY

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# WHO WE ARE

VITA is a not-for-profit charitable agency encompassing two organizations – VITA Community Living Services and Mens Sana Families for Mental Health.

**Together, we are known as VITA.**



## VITA Community Living Services (VITA CLS):

Founded in 1986, VITA CLS is funded primarily by the Ontario Ministry of Children, Community and Social Services to provide a range of community-based, person-directed services for adults with intellectual disabilities and/or a dual diagnosis of developmental disability and mental illness). VITA CLS strives to foster independence, enhance quality of life and community inclusion for those it serves.

## Mens Sana Families for Mental Health (Mens Sana):

Mens Sana was created in 1991 by families in the Greater Toronto Area who came together to support one another, and to provide the services and supports their family members needed. Funded almost exclusively by the generosity of donors, Mens Sana offers residential supports, drop in center, family support group and referral services, and day services for adults with chronic mental illness.



## OUR VISION:

Providing Safety, Practicing Respect, Promoting Community

## OUR MISSION:

To provide safety, respect and community through services for individuals with intellectual disabilities and/or mental health needs.

## OUR 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.



At VITA, we refer to the people we serve as “Members” rather than clients. Why? Because they asked us to, and because we see VITA as one community that includes staff members, Board members and the Members who receive the services we offer.



# OUR PROGRAMS AND SERVICES



## Support Services

– The front door to all that VITA offers



Our Support Services staff are VITA's ambassadors. They are typically the first point of contact for families looking for help and support. They connect and collaborate with families, members and the developmental services sector to ensure appropriate services and supports are put in place to enable individuals to live fulsome lives in the community.

I discovered Mens Sana at the hospital. Someone recommended it to me. The drop-in program keeps your mind at ease by doing things like Tai Chi, playing pool, foosball, watching movies, searching the Internet, listening to radio and having tea, which keep you calm. I like the people, making new friends, getting involved with cooking and keeping (the program) tidy. My mood changes, as you do something different when I come over. It keeps me interested.

- MP

Last year, we equipped our Support Services team with tablets so they can meet with individuals and families in the comfort of their own homes or elsewhere in the community. The new devices enable staff to complete the necessary assessments and other documents on the spot, saving everyone time and making the entire intake process easier and more convenient for those new to VITA.



# VITA CLS PROGRAMS

## CLINICAL AND EDUCATIONAL SERVICES

### WHAT THEY DO?

Our Clinical and Educational Services (CES) provide therapeutic interventions and learning opportunities for members to help them acquire new skills and develop the abilities to live with a sense of well-being and support for the achievement of their life goals.

Training is also offered to Direct Support Professionals and sector-related agencies to keep pace with evolving best practices and to better serve a variety of specialized populations.

## RESPIRE SERVICES

### WHAT THEY DO?

Pre-planned, short-term breaks for family members who provide daily support for family members 16 years of age or older.

## TREATMENT PROGRAMS

### WHAT THEY DO?

Short and long-term treatment programs available as well as post-treatment supports for adults with complex behavioural needs and/or a dual diagnosis to enable them to live as safely and productively as possible in their communities.

Program supports individuals who might be transitioning from family home, homelessness, other types of treatment, hospitalization, and may be experiencing changing needs.

## COMMUNITY PARTICIPATION SERVICES (CPS)

### WHAT THEY DO?

CPS offers educational and experiential learning opportunities aimed at empowering people to create meaningful connections and friendships while developing life and leisure skills.

Our dedicated staff work with various stakeholders to assist member's maximize their successes. Service encourages member choice and is designed to support independence, self advocacy and community inclusion.

## RESIDENTIAL SERVICES

### WHAT THEY DO?

Residential supports are calibrated to individual member needs, interests and behaviours, which can change over time. Homes are staffed with specialized and skilled talent to best support our members. Our direct support professionals work closely with Clinical and Educational Services to bolster existing skills and to identify and deliver new skill-building opportunities.

# MENS SANA PROGRAMS

## RESIDENTIAL MENTAL HEALTH SERVICES

### WHAT THEY DO?

We offer 24/7-365 support to promote healthy living, socializing and the development of strategies that individuals can use when they feel a loss of control.

## MENTAL HEALTH DAY/DROP-IN SERVICES

### WHAT THEY DO?

Program activities are offered to both members, and their families and support networks. Activities vary based on individual needs and goals. While some may want to work towards future goals (employment, independent living, furthering education, etc.), others may choose to participate in activities offered (i.e. mental health management classes, social and recreational opportunities, meal preparation classes, art therapy group, computer class, etc.).

## SUPPORT FAMILY SUPPORT GROUP

### WHAT THEY DO?

Services are offered to families and people who live with a loved one with mental health and/or intellectual disabilities (dual diagnosis). We believe that it's critical to involve families in the provision of care. We therefore strive to provide families with the resources and support they need to actively participate.

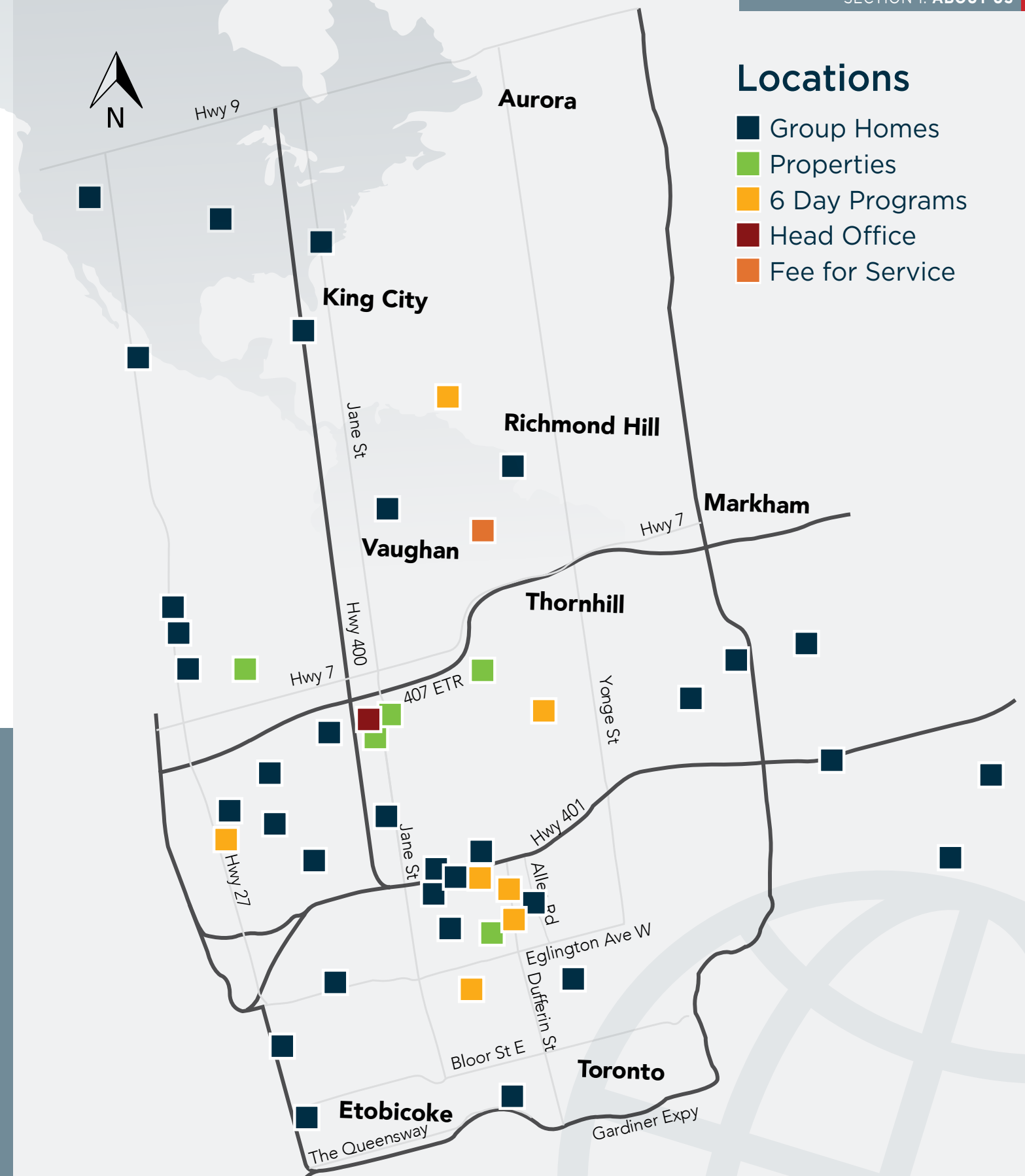
## MENTAL HEALTH REFERRAL SERVICES

### WHAT THEY DO?

Services are offered to both people with mental health needs, and their family and support networks.

We work in coordination with VITA's Support Services Team to connect and collaborate with families, members, the mental health sector and developmental sector, if needed, to ensure that individuals and their families receive appropriate supports.







# MESSAGE

from the president and executive director

Meeting the highest  
standards of service  
and operational  
excellence.

As we head into the final year of our current strategic plan, we are proud to reflect on all that has been accomplished since its launch in 2015. Our consistent and collective efforts to innovate and advance the organization were validated this year when VITA received full accreditation standing from FOCUS Accreditation. This significant achievement tells all our stakeholders that VITA meets the highest standards of service and operational excellence.

Driven by the diverse and evolving needs of VITA Members as well as changes in government policy and funding models, during the past four years we have re-structured the organization to optimize our operations and improve service delivery. We have developed



new, and enhanced existing internal mechanisms to support and safeguard Member rights, promote meaningful dialogue and last but not the least, enable Member and family participation in support and service planning and delivery. We have also worked to create and advance new educational programs and tools to protect Members and their care. We have expanded our clinical services, and introduced new services to better meet the needs of the populations we serve. At the same time, we have continued to meet or exceed all our service targets.

Starting in 2015, we have made substantial investments in VITA's housing stock, making our homes more accessible, safe, comfortable and compliant with current regulatory requirements. We've forged new partnerships with other providers to develop new models of accommodation for members with highly specialized and complex needs. We've relocated and/or upgraded our day program facilities, making them more functional and more enjoyable for members and families. In partnership with our academic colleagues, we have also investigated and identified factors that enable greater residential inclusivity.

We have taken significant steps to strengthen VITA's financial position. After several reviews and lengthy negotiations with the Ontario government, we aligned our annual funding allocations with the increasingly complex needs of our Members. Through careful planning and strategy, we have begun to diversify our revenue streams by introducing and growing our fee-for-service programs and increasing our fundraising efforts. New financial policies and processes have been put in place to improve our financial management practices and oversight. And, we have introduced new Member information, finance and HR systems to enhance, streamline and maximize these functions.

Through our many collaborative ventures, we have accelerated our contributions to the broader disabilities sector through joint research ventures and sharing our expertise through publications, educational webinars and at professional conferences, both nationally and internationally.

Underpinning all our work is a new policy framework that was developed over the past several years. This ensures that VITA will continue to operate in a manner that is consistent with all applicable legislative and regulatory requirements as well as best clinical practices and governance standards. Our Board is currently going through a period of renewal, bringing new talent and expertise to the table to provide the guidance and oversight required for VITA's ongoing growth and success. The Board continues to monitor all aspects of VITA operations through the organization's balanced scorecard, which reflects key indicators of the agency's performance.

The many achievements and advances of the past four years can be attributed to VITA's loyal employees, whose creativity and commitment are the cornerstone of this organization's success. In the early days of our current strategic plan, we adopted a culture of continuous learning to support their continued professional growth and advancement. Over the past four years, we have made significant investments in employee development, communications, engagement and retention because we are keenly aware that it is their expertise and efforts that will continue to propel this organization forward.

We thank all members of the VITA family—members of the Board, employees, our members and families, our partners, funders and donors—for their many contributions. Together, we have made great progress.

The years ahead will, no doubt, bring new challenges and changes. But we are confident, that with your continued commitment and support, VITA's future will be bright.

Respectfully,

**Brian Naraine**  
President, Board  
of Governors

**Adam Smith**  
Executive Director



## 2.2 TRANSLATING STRATEGY INTO ACTION

As we head into the last year of our 2015-2019 strategic plan, we will turn our minds to developing a new strategic plan to guide our work next year and beyond. Until a new plan is in place, we remain focused on our current goals and reflect on the progress we have made over the past year.

# STRATEGIC DIRECTION 1: PUTTING MEMBERS' NEEDS FIRST

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



## MEMBER FEATURE:

# Sonia Petrocco

I am a hockey player for the Gladiators Special Olympics Hockey Team. I've been on the team since 1996. I go to practice every Saturday, and once a year, I go to the tournament. Sometimes, I go to the tournament on the bus like when I went to Washington and Chicago. Sometimes, I go on a plane like when we went to England. I like the game and I like to travel. The other players have been my friends for a long time. I even got to meet Darcy Tucker, a famous hockey player.



## KEY ACCOMPLISHMENTS

### Reaching those who communicate differently

Last year, we extended the reach of our From Trauma to Trust Clinic by offering Clinic services and supports at other agencies in the Greater Toronto Area and across the province using online therapy tools.

Opened in 2018, the Clinic provides supports for people with intellectual disabilities who have experienced trauma due to prolonged hospitalization, institutionalization or other circumstances. Services include art and expressive arts therapy, individual and group counselling, and psychotherapy.

People with a broad range of intellectual disabilities, including those without speech or other traditional forms of communication, are seen in the Clinic. Over the past year, some of the greatest progress has been made by individuals often thought to be unable to benefit from any form of therapy. But, the data we collect at every session suggests that people without traditional communication skills are, in fact, able to comment - with appropriate help and support - on the services they receive and benefit from them. This evidence-informed approach not only allows therapists to ensure that the needs of individual participants are being met and that their voices guide the process, it also enables us to evaluate Clinic services in a more systematic way.

### Pathways to Belonging

The fact that people with intellectual disabilities often feel isolated and have few friendships is well documented in the research. Last year, VITA partnered with the University of Toronto and Hands to study how to create opportunities to help our members develop meaningful relationships. VITA members participated in the planning and data collection phases of the study which is now in the data review and analysis phase. Once completed, this work is expected to help bring about positive change in the lives and experiences of people with intellectual disabilities.



### Nuts and Bolts



In partnership with Toronto's Centre for Addiction and Mental Health (CAMH) and Health Care Access Research and Developmental Disabilities (H-CARDD), VITA participated in the Nuts and Bolts of Health Care project last year to develop a toolkit and training program for direct support professionals (DSPs) to help them become more effective advocates for people with intellectual disabilities in need of health care services. Both VITA members and staff were involved in this work which teaches and support DSPs to navigate the health care system on behalf of the people they serve.

### Reducing intrusive support strategies

In 2018/19, through the work of the Rights Review Committee, we reduced the usage of intrusive support strategies, and increased skill building opportunities for VITA members, giving them more control over their daily lives.

VITA's Rights Review Committee conducts third-party reviews and monitors the use of intrusive support strategies to determine whether such strategies are ethical and appropriate to the person's needs, and comply with relevant legislation, regulations and policy directives. Strategies may take the form of behavioural, medical or operational interventions.

Committee membership includes a VITA member, employees and community representatives. While the Committee does not provide behavioural support strategies or develop clinical support plans, it may recommend that alternative or additional supports or treatment options be developed.



### Teaching doctors how to be better doctors

VITA members took on another innovative project last year working with the University of Toronto (U of T) and Surrey Place. The university recognized the need to increase awareness and sensitivity amongst doctors-in-training to the needs of people with intellectual disabilities. VITA staff and members worked together to host on-site visits for 32 first-year medical students. The theory being that people with lived experience are the best teachers. Members met with the doctors to talk about their abilities and successes as well as their experiences with doctors. The feedback received from both members and the medical students was uniformly positive, and will hopefully lead to greater understanding and better health care for people with intellectual disabilities.

### VITA's Rights Group

Established over 12 years ago, the Rights Group ensures that our members have a strong voice, both within the agency and in the broader developmental sector.

The Rights Group has effected change within VITA and often works directly with the Board on issues important to them. Last year, members of VITA's Rights Group:

- Presented to Direct Support Worker students at Humber College
- Collaborated with Advocating for a Better Future to discuss Ontario Disability Support Program issues and how to effect change using the traditional medicine wheel of healing as a guide
- Organized a car wash and raffle to raise funds for member supplies and events
- Reached out to a local shelter to see how the Group could contribute
- Hosted the International Day of Disabled Person's Open Mike celebration
- Initiated a new drop-in group twice a month.

### Keeping members and families informed

Last spring, we launched the Mens Sana Bulletin to help keep members and families informed about what we do and to establish a forum for dialogue and commentary. The newsletter, which will be published twice a year, is available in both English and Italian, and in print at all Mens Sana locations, as well as electronically.





# MEMBER FEATURE *Aaron*

Here's how one family with a 20-year son who has autism spectrum disorder, describes their experience at VITA. For the fully story, check out our new video [here](#).



**MOM:** "My son is 20 years old. He was diagnosed with autism when he was 3.5 years old. Now he lives in a group home under the supervision of VITA."

**DAD:** "We don't know what's going to happen initially because everybody don't know each other. But slowly, we learned how to deal with each other, how to compromise with each other and we learned how to focus on Aaron's needs."

**MOM:** "When time goes by we finally work together as a team and the trust relationship that is really important. Finally, once I have that trust, things worked out really beautifully. We all learned from our experience. Now, we're like a big family."

**DAD:** "I think he feels more relaxed within an environment like this."

**MOM:** "Exactly, I can see that he's happier and happier every single day."





# STRATEGIC DIRECTION 2: PROVIDING THE BEST HOUSING OPTIONS FOR MEMBERS

Respond to the complex and diverse housing needs of members.



## Finding new and better ways to support people with chronic mental illness

Throughout the past year, VITA Community Living has been working with their community health care partners at , Bellwoods Centre for Community Living, and other agencies to develop a new model of support for individuals with multiple and complex support needs. These individuals will soon be moving into a new home in the heart of Toronto where they will have the opportunity to participate more fully in community life. The Mens Sana team also focused on developing partnerships to support a new housing project in the heart of Toronto, which will provide residential supports to adults with dual diagnosis and enable them to live as independently as possible in the community. If all goes according to plan, the new accommodation will be available in beginning of August 2019

Enabled by the Ministry of Children, Community and Social Services' multi-year residential plan, there was significant movement in Mens Sana's treatment and transitional programs last year, resulting in new admissions and new opportunities for people living with chronic mental illness to develop and enhance their community living skills.

## Repurposing and revitalizing VITA's housing stock to meet changing member needs

Every move that Building Services makes to ensure that VITA's housing stock keeps pace with the evolving needs of members and changing regulatory requirements has a domino effect. Last year, the group planned the relocation of two day programs to increase VITA's residential capacity and enhance day-time activities for members. The move necessitated the repurposing of existing day programming space to better accommodate members with higher needs, and renovating other spaces to transform them into living space for new members. And so, the story goes.

The Building Services crew works closely with Clinical and Educational Services as well as program staff to plan and develop member living, learning and recreational environments that are at the same time, safe, functional, home-like and accessible as member needs change over time. And while that may sound simple enough, there are strict health and safety, environmental and building codes that must be met to ensure the health, safety and well-being of every VITA member.

Last year, VITA also invested in new residential furnishings, cell phones, security systems and heightened cleaning protocols to enhance the comfort, safety and functionality of VITA residences and day program areas. The one thing they hadn't anticipated but were quick to address was the roof damage caused by extensive winds and torrential rains that the city experienced last year.

## Community volunteers spring into action at the Day of Caring

Last July, VITA members welcomed 21 staff from 407 ETR for the United Way's bi-annual Day of Caring. The volunteers rolled up their sleeves and quickly got to work helping members freshen up their homes and yards. The day's tasks included painting, general yard work, putting in new vegetable and flower gardens as well as window washing.

The day-long event was one of two such days organized each year by the United Way of Greater Toronto to engage members of the community in actively giving back. The United Way's Day of Caring is a hit with everyone involved. Staff from local businesses get an opportunity to learn first-hand about community service providers in their area and the people they support while service providers and their clients benefit from the additional helping hands.



# STRATEGIC DIRECTION 3: SUSTAINABILITY

Ensure financial  
sustainability of the organization



## KEY ACCOMPLISHMENTS AND OUTCOMES

VITA continued to diversify its revenue streams last year by accessing new government funding opportunities, and by advancing its own fee-for-service and philanthropic activity. Now that we have recalibrated our budget and closed the gap between what we were originally funded to do and what we currently do for members with increasingly complex needs, the agency is on solid financial ground. We continued to improve our financial systems and processes last year, and streamline our operations by leveraging technology.

Mens Sana was successful in obtaining a three-year grant from the United Way to support its Drop-in Centre for members living with chronic mental illness. Here's what one of our members had to say about this service.

"I discovered Mens Sana through the hospital. I spoke to someone who recommended it. The program keeps your mind at ease by doing things like Tai Chi, playing pool, foosball, watching movies, exploring the Internet, listening to radio, and having tea, which keeps me calm. I like the people. I am making new friends and am getting involved with cooking and keeping the program tidy. My mood changes as I do different things. It keeps me interested."



**United Way**  
Greater Toronto

VITA has the great privilege of working with the United Way of Toronto and York Region. Last year, United Way investments in VITA supported the delivery of local services as well as our research and advocacy efforts.

VITA was proud to again support the United Way Day Workplace Campaign® last year, an initiative to create stronger communities and promote staff team building with seven fund- and friend-raising activities held throughout the fall.





# STRATEGIC DIRECTION 4: COLLABORATION

Partner and collaborate for  
sector leadership and growth



## KEY ACCOMPLISHMENTS AND OUTCOMES:

### Sharing our knowledge and experience with others

Last year, VITA staff shared their expertise and experience with other service providers at six professional conferences. Gabriela Severino and Brandy Wall spoke about the critical success factors that need to be considered when designing effective supports for individuals with complex needs in their paper, Hope and Practicality: Designing a Home, at the 35th Annual National Association for Developmental Disabilities (NADD) conference held in Seattle, Washington. At the same conference, Melecia Washington and Miranda Khemchand gave a presentation on Using Visual Aids to Communicate.

The first-time presenters did a great job in sharing their knowledge and discussing the experience they have gained working at VITA.

### VITA DSP wins coveted Award of Excellence from NADD

We were thrilled and justifiably proud of Kimberley Beattie, one of VITA's Direct Support Professionals (DSP), who received NADD's DSP Award of Excellence in 2018. This prestigious award is given annually to acknowledge a DSP whose contribution to supporting people who live in our communities has resulted in significant improvement in the quality of life for individuals with intellectual and developmental disabilities and mental health needs.

#### Congratulations Kim!

VITA team members also presented the following papers at other local, national and international conferences:

- Disability-informed Approaches to Working with Offenders with Intellectual Disabilities - Annual Conference of the Association for Treatment of Sexual Offenders
- Using Plain Language to Increase the Ability of People with Intellectual Disabilities to Access Clinical Information - National Association for Dual Diagnosis

- The Nuts and Bolts of Health Care - National Alliance for Direct Support Professionals and Ontario Association for Dual Diagnosis

- Multimodal Therapies in Treating Trauma - Trauma Conference hosted by Family Services Toronto and The Ministry of Children, Community and Social Services

### VITA contributions to the literature

We are very excited to have contributed two chapters to books published last year, the first of which was written entirely by an in-house team of VITA staff.

- Salonia, C., Hermans, H., and Hingsburger D. (2019) **Assessing clinical needs for intellectually disabled sex offenders.** In Jane L. Ireland, Carol L. Ireland, Philip Birch: Violent and Sexual Offenders: Assessment, Treatment, and Management, Second Edition, Routledge, London
- Griffiths, D., Hingsburger, D., Hoath, J., and Ioannou, S. (2019) **Ethical considerations in treating people with intellectual and developmental disabilities who have offended.** In William R. Lindsay and John L. Taylor: The Wiley Handbook on Offenders with Intellectual and Developmental Disabilities: Research, Training and Practice, Wiley Blackwell, Hoboken, NJ.

The **International Journal for Direct Support Professionals**, now in its eighth year of publication, continues to provide plain language practical articles for Direct Support Professionals. The award-winning publication is published in English, French and Spanish, in partnership with Hands - The Family Help Network.

Through another partnership with the National Alliance for Direct Support Professionals, Journal authors host monthly webinars that are open to DSPs across North America.





# STRATEGIC DIRECTION 5: LEADERSHIP

Leadership through  
strong governance



## KEY ACCOMPLISHMENTS AND OUTCOMES:

### FOCUS Accreditation

For the first time in its history, VITA earned full accreditation standing from FOCUS Accreditation last year. The FOCUS program is one of the most comprehensive ways to assess overall organizational performance, including service quality and Member satisfaction.

Receiving full accreditation standing tells all our stakeholders that VITA meets the highest possible standards of service and operational excellence. To become fully accredited organizations must meet at least 75% of all applicable FOCUS standards. VITA met or exceeded 96.6% of the 178 FOCUS standards in 14 different areas or domains. Part of the process involves getting some helpful feedback from FOCUS evaluators that we will use to further improve the quality of VITA operations and services.

The Accreditation process is a huge undertaking, one that involved everyone at VITA.



“Being part of the Accreditation team and seeing how groups of members and staff came together to participate in the Accreditation Games day at Tycos was a highlight of the year for me.”

- Yvonne Horvath, Support Services Supervisor

### MCCSS Compliance Audits

VITA also passed the government's compliance inspection completed last summer with flying colours. As a publicly funded service agency, VITA is required to undergo these routine audits conducted by the Ontario Ministry of Children, Community and Social Services to ensure that the organization meets specific standards of care and safety set out in Ontario regulations and/or policy directives. Inspections are conducted systematically, using a consistent approach for all service agencies.





**BRIAN NARAINÉ**  
PRESIDENT



**FRANK DECESARE**  
VICE PRESIDENT



**SUSAN MIKULICIC**  
TREASURER



**PAUL BOTTOS**  
SECRETARY



**ADAM SMITH**  
EXECUTIVE DIRECTOR



**LARRY ANDRADE**



**ROBERT CARUSO**



**MARCELLINA GALVAN**



**FRANK PETTI**

BOARD OF DIRECTORS

AS OF MARCH 2019

| Board Sub-Committees                     | Membership  | Mandate   |
|--|---|---|
| Executive Committee                      | Brian Naraine, Chair<br>Frank DeCesare<br>Larry Andrade<br>Paul Bottos<br>Sue Mikulicic   | Evaluate the Executive Director's performance; conduct pre-planning for strategic planning sessions that occur every three years; develop policies pertaining to governance, orientation and training opportunities for the new and existing Board members; and review the organization's' risk management plans.   |
| Advocacy Committee                       | Frank DeCesare, Chair<br>Adam Smith   | Ensure that branding and marketing strategies are in line with the strategic plan, vision, mission and value statements of each organization.   |
| Board Recruitment Committee              | Brian Naraine, Chair<br>Larry Andrade<br>Frank DeCesare   | Ensure that Board members represent the community with an appropriate balance in diversity and expertise of the members. Recruit new members.   |
| Union Negotiating Advisory Committee     | Brian Naraine, Chair<br>Larry Andrade<br>Paul Bottos  | Provide advice to the senior leadership team for the initial and ongoing negotiation of a collective agreement with unionized staff.  |
| Fundraising Committee                    | Brian Naraine, Chair, sits on Rally for VITA Committee. VITA Board and management team have become more directly involved in the MEN SANA Fundraising Dinner. | Organize and oversee fundraising events for Mens Sana and VITA CLS.   |
| Executive Director Recruitment Committee | Brian Naraine, Chair<br>Frank DeCesare<br>Larry Andrade   | Guide the process for the recruitment of a new Executive Director in consultation with a search firm.   |
| Human Resources Committee                | Marcellina Galvan, Chair<br>Brian Naraine, Chair<br>Robert Caruso, and<br>Adam Smith  | Oversee the implementation of the Human Resources strategy, policies and practices to achieve VITA's operational goals and objectives.<br>*This committee is also supported by VITA operative employees: Silvana Rosa, HR Director, and Angela Bakker, HR Senior Manager.   |
| Finance and Audit Committee (F&A)        | Sue Mikulicic, Chair<br>Brian Naraine<br>Larry Andrade<br>Adam Smith  | The Audit and Finance Committee assists the Board in fulfilling its oversight responsibilities relating to corporate auditing and reporting, financial policies and financial risk management as identified in the Strategic Plan. This responsibility is carried out in accordance with approved policies that comply with generally accepted accounting principles (GAAP). *This committee is also supported by VITA operative employees: Katie Chiragdin, Finance Director and Dee Baldeo, Sr. Financial Controller. |

# STRATEGIC DIRECTION 6: EMPOWERMENT

Develop robust skills to support growth



## KEY ACCOMPLISHMENTS

VITA's people strategy continued to serve as our roadmap, helping us to stay focused on creating and sustaining an enabling, inclusive and healthy workplace for all.

### Supporting continuous learning and growth

Last year, we continued to invest in professional and leadership development, enhancing the skills of our direct support providers through the apprenticeship program in partnership with George Brown College, and building leadership capacity through our in-house mentorship program and a new five-part leadership development series. The latter was, in part, designed to strengthen the rapport amongst all levels of management and engage them in collaborative problem-solving. Our mentorship program will be revamped next year with the input of our program supervisors to ensure that it continues to reflect the information, skills and tools critical to success in this evolving role.



Specialized training was also provided for members of the Clinical Services team to ensure they remain at the forefront of advancing knowledge and clinical best practices. This group was also equipped with new technologies, including tablets, video programs and apps, used in therapy to support member learning, calming and skills development.

To further support our culture of continuous learning and growth, we introduced a new performance management system in 2018 which enables all employees to identify their career goals and learning needs, and plan their ongoing professional development in alignment with the agency's strategic goals.

### Clarifying our expectations and processes

Another component of our people strategy involves clarifying what is expected of employees and how we do things here at VITA. To this end, following an extensive review and revisions as required, we rolled out new and updated policies and procedures last year to guide our work. From a governance perspective, having these critical "how-to" documents in place helps all of us do the right things right, mitigates risk and supports a safe and healthy working environment.

### Automating our systems to increase efficiency

Last year we implemented another element of our IT strategy to integrate our HR information, scheduling and payroll systems. The new integrated system provides employees with timely access to their own information, and enables managers to plan more effectively using real time data.

As we bring new and more efficient systems online, we need to ensure that staff know how to use them to maximize the benefits of these new systems. To this end, we renovated and re-equipped our training room last year to facilitate and support the uptake of new systems and technologies.

### Keeping everyone safe and healthy on the job

Taking the necessary steps to ensure that VITA employees work in a safe and healthy environment remains a top priority for us. Working in concert with our Joint Health and Safety Committee, we continued to raise awareness about workplace health and safety through events such as Health and Safety Awareness Week which was held last fall.

To help us stay on top of workplace risks and prevent occupational injury and illness, VITA also participates in the Public Services Health and Safety Association's (PSHSA) annual auditing program. Last year, for the 11 consecutive year, VITA met all PSHSA requirements and earned a rebate for reducing the number and costs associated with workplace injuries.

### Keeping employees informed and engaged

Last winter, VITA's Organizational Improvement Committee conducted an employee survey to learn more about what matters most to our employees. The results of the survey, which were very positive overall, will be used to inform new initiatives and programs to further enhance the work environment at VITA.

Approximately half of all VITA employees completed the survey. Here are some of the key findings:

- 98% of survey respondents are familiar with VITA's Vision, Mission and strategic goals
- 80% believe that VITA provides excellent services and supports to its members
- 80% of direct support professionals feel respected, values and supported
- 76% feel proud to be part of VITA and would recommend VITA as a great place to work



# OUR WORKFORCE: WE ARE PEOPLE WHO LOVE WORKING WITH PEOPLE

In an environment that emphasizes teamwork and trust, we help others achieve their dreams – one person and family at a time.



## STAFF FEATURE:

# ***Bruna Bertoni,***

## SUPPORT SERVICES

Bruna was born in Rome, Italy, and came to Canada when she was 13. She was greeted by the biting cold of Canada on her arrival. Initially, most of her time in her new home was spent on following her passion of painting, writing short stories and poetry. Growing up wasn't easy, Bruna found herself a little lost, she did not know what she wanted, except that she wanted her life to be meaningful. She started studying and researching about mental health, as she felt that it was her calling.

Meanwhile, her creative skills were starting to get appreciated and she won many awards for her writing, both in Canada, and in Italy. Her book, "I call my grandmother Nonna" was published in 2016 and is dedicated to her 6 grandchildren



and 2 great-grand-children. Her most recent work is a translation of the Diary that her father wrote during the Great War and his life in Canada. The book is very close to her heart and puts her life-long desire of sharing her father's story with a wider audience. The response to the book has been overwhelming to say the least, specially from the Italian diaspora. The feedback and the comments that she received from everyone is a testament that stories that connect with audiences are timeless and evergreen.

Becoming a part of the VITA community gave her quest for knowing about mental health, a new direction, it also helped to make a difference in the lives of many families.

She says, "To all my colleagues at VITA, it is really important to remain attached to your roots. Canada is a country that celebrates diversity, and to have a sense of belonging to your diaspora will bring out the best in you....once you do that the sky is not the limit".

## VITA AS A TOTAL OF 466 EMPLOYEES

313 – Full-time

114 – Part-time

39 – Relief Staff

# RECOGNIZING OUR TOP PERFORMERS

## 2018 JOHN A. GENNARO AWARD

Established in 1990, this award is named in honour of VITA's founding President and is given to Direct Support Professionals who have demonstrated outstanding commitment to VITA, and who have been with the agency for three years or more. Recipient(s) for this award are recognized at VITA's annual Holiday Party.

*Award Recipients: Amir Moghadadam, Kerryann Pryce, Alexander Lee, Carmen Sarfo & Edward Schnurr*



**Amir Moghadadam, Maintenance,  
Housing and Building Services:**

"He has gone beyond his expectation to make sure that community engagement is a must when volunteers and/or contractors visit our programs. He is always willing to share his knowledge with his team. When it comes to challenging projects, he is always positive, demonstrating that everything is possible when you work with passion ..."

- Gaetano Spizzico, Manager of Housing and Building Services.



**KerryAnn Pryce, Direct Care Worker,  
TYCOS Day Program:**

"All of us who have worked with KerryAnn have seen firsthand the outstanding care she gives to our members. This person has been working at VITA for almost 15 years and has demonstrated ongoing commitment and leadership to the growth of the organization and the members she supported ... She can analyze problems and work together with her team to find appropriate solutions. She always demonstrates a positive attitude toward both members and staff and treats them with dignity and respect at all times."

- Shanta Persaud, Direct Care Worker







**Alexander Lee, Direct Care Worker, Confederation Day Program:**

"Alexander always takes the lead with all that is needed at our program. His dedication toward our VITA members always excels. Even if it means going home late, Alexander spends extra time with the parents and families of all his members to understand their needs and desires. His members are his priority at all times..."

- Grace Laroza, Direct Care Worker



**Edward Schnurr, Direct Care Worker, SIL Program:**

"Edward will go down on his hands and knees and do anything to support a member... Well-loved in the Casa Abruzzo, Casa Del Zotto and Caboto Terrace Programs by all members, staff and tenants, Edward always takes the time to put everyone first, no matter how busy he seems to get. He is a true example of how someone handles work with extreme professionalism. His team feels very fortunate as he has taught them how to maintain a strong and positive rapport with members, staff and tenants and he does so always with a big smile..."



Grace Laroza, Direct Care Worker



**Carmen Sarfo, Direct Care Worker, Wenderly Group Home:**

"This positive and organized leader has proven that she can take charge of any situation. Carmen always shows resilience and successfully demonstrates that she can work under pressure. She is able to elaborate and implement with her team contingency plans for compliance and meet VITA's mission..."

- Michelle Ramsay, Program Supervisor

"Working with integrity and an optimistic outlook has equipped me in my work and personal life to constantly create a better version of myself. Receiving the John A. Genaro Award was an accomplishment for me. I feel more encouraged and motivated to work harder and smarter every day. Thanks to everyone who nominated me."

- KerryAnn Pryce

# OUTSTANDING SERVICE AWARDS

## 15-YEAR RECIPIENTS

Mae Resoso

Felicia Mensah

Vanira Bailey

Darlene Payuran

## 20-YEAR RECIPIENTS

Mansoor Amiri

Grace Bermudez

Shanti Khelawan

Loris Grant

Shannon Ratchford

## 30-YEAR RECIPIENTS

Mike Cioffi

Rosalind Duncan

Clariss Marks

Sonia Porter

# 2018

## MANUELA DALLA NORA RECIPIENTS ARE:

Anatori Kiriggwajjo, Sylvia MacDonald, Heather Hermans, Dunja Monaghan, Suzette Browne, Ashley Kay, Grace Bermudez



# VITA ADVISORY COMMITTEES

| Committee                                    | About The Committee   | Team   | Meeting                                  |
|--|---|--|--|
| VITA's Member Times Committee                | This Committee produces a quarterly newsletter developed for, and by VITA Members. The newsletter tackles important issues like employment and abuse prevention, and features news and entertainment.                             | Four VITA members and one staff  | Weekly                                   |
| Joint Health and Safety Committee (JHSC)     | The JHSC committee works as an advisory body that helps to raise awareness of health and safety issues at VITA, identifying workplace risks and developing recommendations to address these risks.                                | 10 members, including front-line and management staff                      | Quarterly                                |
| Accreditation Committee                      | Responsible for reviewing and approving continuing results for people using services, organizational excellence and community development. Committee also raises awareness about the accreditation process throughout the agency. | Seven staff  | Monthly                                  |
| Organizational Improvement Committee (O.I.C) | Works to engage VITA employees and improve morale and communications within the agency while providing an inclusive and welcoming environment for all.  | 10 staff, including front-line and management staff                        | Monthly                                  |
| Information and Technology (IT) Committee    | Makes technology accessible for every VITA employee while evaluating new platforms and systems to enhance organizational efficiency, productivity and performance.  | Eight staff and external IT professionals                                  | Bimonthly                                |
| United Way Committee Workplace Campaign      | Committee organizes several fundraising activities while developing a caring organizational culture and pride among employees.  | Seven staff  | Every two weeks during the fall campaign |
| Mentorship Review Committee                  | Re-vamping VITA's Program Supervisor Mentorship curriculum, including pre- and post-tests to reflect PS Core Competencies   | Seven staff, including front-line staff, program supervisors and directors | Monthly                                  |
| QAM Review Committee                         | Ensure Policies and Procedures and VITA's action is reflective of Ministry Regulation 299/10  | HR representative, Operational representatives - PD, PM and PS             | Monthly                                  |

| Committee               | About The Committee  | Team   | Meeting |
|-------------------------|--|--|---------|
| Rights Review Committee | <p>To ensure that the rights of its members are respected and not unnecessarily restricted, VITA Community Living Services and Mens Sana Families for Mental Health (VITA) has established a third-party Rights Review Committee.</p> <p>The Committee will:<br/>Provide a third-party review, approval and monitoring of intrusive support strategies (behavioural, medical or operational), advise whether the intrusive support strategies are ethical and appropriate to the person's needs, and ensure compliance with the appropriate acts, regulations and policy directives.</p> | A Program Supervisor, The Director of Clinical & Educational Services, or designate, The Director of Program Services & Compliance, 2 members supported by VITA 3-4 front line staff, An external community member from a partnering DSO agency, A community member which may or may not be a family member, A medical professional and/or pharmacist from the community, and The Committee Chair, Director of Programs & Compliance | Monthly |





# SECTION 3:

## VITA

### GIVES BACK

Our Members work to improve the lives of others in their community. As part of our Day Services Programs, VITA works to create meaningful networking opportunities for its members with allied agencies. Members volunteer to participate in community programs to support independence, self-advocacy and community inclusion while giving back to their community. By doing so, they develop a greater sense of belonging.

“Mariam from VITA’s Kind Road program was recognized for her drive to give back to the community. Mariam volunteers at The Salvation Army two times a week, she helps to arrange the cloths on clothing racks . Her volunteering association with the Salvation Army started when she came to VITA. She was encouraged by the staff to be involved in the community, and she chose Salvation Army as a place to give back. Her altruistic efforts were recognized at the organization at their volunteer recognition event”

#### Community Participation Services (CPS)

CPS offers educational and experiential learning opportunities aimed at empowering people to create meaningful connections and friendships while developing their skills. Staff work with each member to identify their goals, maximize their learnings, customize their experiences and amplify their voice. Services are designed to build independence, self-advocacy and community inclusion.

VITA has six Community Participation Programs in Toronto and York Region, which are located in the community. Service builds on individual



strengths, interests and exploring new experiences. In addition to accessing community facilities, VITA has many partnerships and will facilitate referrals for specialized service. VITA CLS also works closely with our residential and internal Clinical team to provide specialized supports as required.

#### Meals on Wheels (MOW)

For more than 20+ years, our members have volunteered at the MOW Program at Villa Colombo Homes for the Aged Inc. Members help serve Italian style, nutritious, delicious and affordable meals to a variety of groups, including seniors, adults with disabilities who have special dietary needs, and individuals suffering from illnesses or recovering from surgery. In April 2018, VITA received a certificate of appreciation from Villa Colombo Homes in recognition of outstanding volunteerism, dedication and commitment.



#### Earls Court Garden

Members volunteer at this local garden every year, helping with the planting and care of plants, vegetables and fruits. They often get to take home what they grow. Members love making a difference in their community and in the natural world around them.

#### Physical Activity for Physical Distress

Our Day Program(s) collaborate with partnering agencies to access the facility for physical activity. Thanks to New Leaf, Variety Village and Columbus Centre Aerobics for offering access to their facilities for swimming or aerobics classes. In addition, our members interact with residents who live in the retirement home attached to Columbus Centre.



#### Pine Grove Retirement Centre

Members help at Chartwell Pine Grove Retirement Community, a local Italian-inspired program of independent supportive living suites located in Woodbridge, Ontario. Our members assist residents and have developed meaningful connections with individuals residing in the retirement center.

#### Pet Smart and Toronto Animal Services

A successful community partnership where day service members are socializing and interacting with cats and kittens enriches the lives of members and helps with their socialization skills. This is an in demand, rewarding volunteer experience, one that is crucial to the physical and mental well-being of the animals in our care and helps them get adopted. Individuals who participate in this partnership have expressed joy caring for the kittens.





# ENGAGING COMMUNITIES

Our fundraising events are about building relationships between our Members and citizens. Proceeds from these events are very important to us and help support VITA and Mens Sana programs and services. Equally as important to us is the fact that through such events, we raise awareness about mental disabilities and mental health and create opportunities for our members to engage in and work at these fun community-oriented activities.

## 3<sup>RD</sup> ANNUAL PAUL FLUMIAN GRAND PRIX



Villa Gambin and Rally for VITA came together to organize this event. Portion of the proceeds went to Rally for VITA.

For second consecutive year, VITA was chosen as one of the recipient charities of the Annual Paul Flumian Grand Prix, a go-kart race named in honour of Mr. Flumian to support his passion for helping others through his community work. Funds raised through this initiative support Mens Sana's operations.

## 2018 RALLY FOR VITA (WALK/RUN)



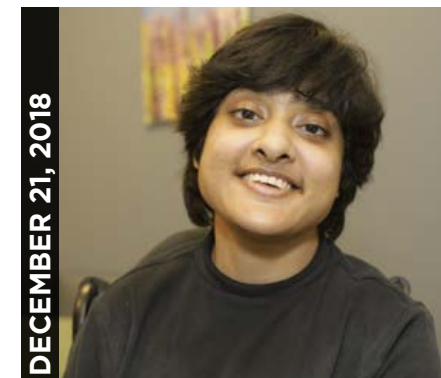
2018 marked the 8th year of our Annual Rally for VITA, which was held in a new venue in Woodbridge last year. The fundraising and awareness building event was hosted by Market Lane and brought together many familiar supporters, new friends, members, families, staff and sponsors in support of Mens Sana. Last year, close to \$20,000 was raised to support Mens Sana programs.

## TYCOS 30<sup>TH</sup> ANNIVERSARY CELEBRATIONS



VITA's Tycos Day Program celebrated its 30th anniversary in 2018 with a day-long social and recreational event that attracted more than 200 people. Thanks to everyone who joined us for the day which included recreational activities and delicious food and refreshments.

## 1<sup>ST</sup> EVER CONFEDERATION PARKWAY DAY PROGRAM POTLUCK



Confederation Day hosted its first potluck for members. The fun-filled event was designed to celebrate the cultural mosaic of our country and enhance understanding of inclusivity within the program.

## 38<sup>TH</sup> ANNUAL PRIDE PARADE



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 nine years ago, has turned into a fun-filled annual event that members look forward to every year.

## 31<sup>TH</sup> ANNUAL ST. PATRICK'S DAY PARADE



For nine years running, VITA members have 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 demonstrate that VITA is a diverse and welcoming agency.

## NEW WYLD COFFEE PARTNERSHIP:



VITA is happy to announce that we will be partnering with Wyld Coffee to support our agency's fundraising efforts. Wyld Coffee is a premium brand of certified fair trade organic coffees that consumers can purchase online and have delivered to their doorsteps on a subscription plan or a one-time purchase basis. Wyld Coffee's mission is to create partnerships with organizations like VITA so that customers can turn their daily coffee drinking ritual into a way to give back to a cause close to their heart. Purchases can be made on Wyld Coffee's website at: <https://wyldcoffeeco.com/>

Upon checkout, consumers have the option to choose where they would like Wyld Coffee to send a donation on their behalf. \$2. from every bag of coffee sold will be donated to our agency when customers choose VITA as their charity of choice.





# MENS SANA 27<sup>TH</sup> ANNUAL FUNDRAISING DINNER

"As a lighthouse stands against the tumultuous seas as a beacon of hope to sailors in distress, so too does Mens Sana act as a beacon of hope to those individuals and their families who are living the darkest moments of their lives. Knowing that there is an organization that cares about one's wellbeing and long-term health while in the trenches of life's darkest places, is a light of relief and hope. Mens Sana has been - for many members and their families - that lighthouse, that beacon of hope, a shelter from the storm."

On October 4, 2018, Friends of Mens Sana hosted its Annual Fundraising Dinner at the Famee Furlane Club. Now in its 27th year of service, Mens Sana has become a beacon of hope within our community to members and families looking for help, support and refuge. This year's event featured several activities that reinforce our commitment and vision for the future.



Event proceeds will be used to support Mens Sana programs and operations in the year ahead.



## STÉPHANE GRENIER - RETIRED LIEUTENANT COLONEL MENTAL HEALTH INNOVATOR



**KEYNOTE GUEST SPEAKER  
AT THE 27TH ANNUAL  
FUNDRAISING DINNER IN  
SUPPORT OF MENS SANA**

Stéphane Grenier is a nationally known mental health innovator, advocate and entrepreneur who was appointed to the Order of Canada. He retired from the Canadian military as a Lieutenant Colonel after serving 29 years. After retirement, he created Mental Health Innovations (MHI) a social enterprise

dedicated to developing non-clinical mental health interventions as a complement to traditional clinical care. He brought to our event a new perspective about how to deliver peer support services within inpatient mental health units at the provincial health care system level.

THANK YOU

## TO OUR GENEROUS AND LOYAL DONORS

We simply couldn't do what we do without you. Thank you!

Our sincere thanks go to the following organizations: Local 183 Members' Benefit Trust Fund - LiUNA Local 506 in partnership with the General Contractors' Section - Carpenters Union Local 27 - Ontario Formwork Association & Concrete Forming Association of Ontario - Manned Equipment Limited - MAGNA-FORM Construction Ltd. - 2017 Rally for VITA.

We are also profoundly grateful to this year's fundraising committee and lead sponsors. Your passion and sense of community inspire all of us at Mens Sana to deliver innovative treatment programs and services that are more accessible, inclusive, safe and easier for our members and families.

# VITO BIANCHINI: A CELEBRATION OF LIFE AND COMMITMENT



Vito Bianchini, co-chair and one of the founding members of Mens Sana Families for Mental Health passed away on December 10, 2018. A community champion and visionary leader, Mr. Bianchini devoted his life to building a caring community founded on trust, inclusion and the safety of its residents. Mr. Bianchini along with his visionary and philanthropic friend, Sam Ciccolini, created the Friends of Mens Sana Committee in 1991 to provide humanized services and support for adults with chronic mental health illness. The committee was the precursor to Mens Sana Families for Mental Health and was guided by Mr. Bianchini's and Mr. Ciccolini's passion to improve the lives of those with mental illness.





# SECTION 4:

## BALANCED SCORECARD

| DIVERSIFIED FUNDING               | TARGET \$Millions | ACTUAL \$Millions |
|-----------------------------------|-------------------|-------------------|
| Passport Funding                  | 0.92              | 1.30              |
| Fee-for-Services / Other Agencies | 2.76              | 2.78              |
| Residential Fees                  | 2.11              | 2.15              |
| Total                             | 5.79              | 6.23              |

01

03

| HUMAN RESOURCES                        | TARGET | ACTUAL |
|--|--------|--------|
| Supervisor mentorship program          | 5      | 6      |
| Part-time promoted to full-time status | 7      | 11     |
| Lost time vs. WSIB lost time denied    | 5      | 9      |
| Number of interviews per year          | 150    | 261    |

| CLINICAL & EDUCATIONAL SERVICES              | TARGET | ACTUAL |
|--|--------|--------|
| Members benefiting from clinical services    | 125    | 302    |
| Chapters in Progress to Publication          | 2      | 2      |
| Issues of the International Journal for DSPs | 12     | 12     |
| Webinars                                     | 12     | 11     |
| Conference presentations                     | 4      | 5      |

02

04

| MEMBER SERVICES                         | TARGET | ACTUAL |
|---|--------|--------|
| Members using community participation   | 206    | 206    |
| Members using residential services      | 222    | 227    |
| Members' families using respite program | 89     | 78     |
| Members using fee-for-service programs  | 40-Day | 48-Day |
| Safe bed programs                       | 8      | 2      |

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



# FINANCIAL STATEMENTS

## Statement of Financial Position

Year ended March 31, 2019, with comparative information for 2018

| ASSETS   | 2019          | 2018          |
|--|---------------|---------------|
| Current assets:  |               |               |
| Cash (note 2)  | \$ 5,441,416  | \$ 4,217,814  |
| Accounts receivable (note 3)                           | 314,016       | 257,436       |
| Provincial grant receivable                            | 66,642        | 232,506       |
| Due from Mens Sana Families for Mental Health (note 4) | -             | 17,076        |
| Sales taxes recoverable                                | 502,388       | 409,901       |
| Prepaid expenses                                       | 59,789        | 144,583       |
|  | 6,384,251     | 5,279,316     |
| Capital assets (note 5)                                | 4,761,423     | 5,014,794     |
|  | 11,145,674    | \$ 10,294,110 |
| LIABILITIES AND NET ASSETS                             |               |               |
| Current liabilities:                                   |               |               |
| Accounts payable and accrued liabilities (note 6)      | \$ 4,582,192  | \$ 4,270,714  |
|  |               |               |
|  |               |               |
| Advances from Villa Charities Inc. (note 7)            | 548,071       | 548,071       |
| Deferred government grants related to capital assets   | 2,423,103     | 2,661,901     |
|  | 2,971,174     | 3,209,972     |
| Net assets:  |               |               |
| Net assets invested in capital assets (note 8(a))      | 2,338,320     | 2,352,893     |
| Unrestricted net assets                                | 1,253,988     | 460,531       |
|  | 3,592,308     | 2,813,424     |
| Commitments (note 10)                                  |               |               |
| Economic dependence (note 12)                          |               |               |
|  | \$ 11,145,674 | \$ 10,294,110 |



## Statement of Earnings

Year ended March 31, 2019, with comparative information for 2018

| Revenue  | 2019          | 2018          |
|--|---------------|---------------|
| Ministry of Community and Social Services ("MCSS") | \$ 26,295,653 | \$ 23,931,506 |
| Fees for service and other client fees             | 3,514,470     | 3,395,916     |
| Other  | 2,713,024     | 2,782,213     |
|  | 32,523,147    | 30,109,635    |

| Expenses                          |            |            |
|-----------------------------------|------------|------------|
| Salaries and benefits             | 25,083,276 | 22,361,589 |
| Maintenance                       | 1,718,206  | 1,740,169  |
| Purchased services (note 9)       | 1,102,226  | 1,198,773  |
| Rent                              | 952,020    | 920,228    |
| Office and general                | 656,047    | 1,057,172  |
| Vehicle operation and maintenance | 618,001    | 540,234    |
| Food                              | 612,944    | 531,926    |
| Supplies                          | 240,282    | 295,584    |
| Program expenses                  | 214,637    | 183,763    |
| Transportation and travel         | 160,959    | 118,524    |
| Residents personal needs          | 148,028    | 152,506    |
| Insurance                         | 142,790    | 152,187    |
| Professional fees                 | 67,014     | 5,044      |
| Bank and interest charges         | 13,149     | 9,637      |
| Bad debts                         | 111        | 59,930     |
|                                   | 31,729,690 | 29,327,266 |

|   |            |            |
|---|------------|------------|
| Excess of revenue over expenses before the undernoted item                                | 793,457    | 782,369    |
| Amortization of capital assets (net of deferred capital grants related to capital assets) | 14,573     | 15,235     |
| Excess of revenue over expenses   | \$ 778,884 | \$ 767,134 |

If you would like to view the complete audited financial statements of VITA CLS, please visit [www.vitacls.org](http://www.vitacls.org)

 Director  Director





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