

# Bellwoods

## Innovating Independence Community Report 2016



# WHO WE ARE & WHAT WE BELIEVE IN

Established almost 60 years ago, Bellwoods is a charitable, not-for-profit organization providing community based, client directed support services, client and family centred care, independent living education programs, and accessible, affordable housing for persons with physical support needs living in the Toronto area. Bellwoods has been accredited by Accreditation Canada since 2007 and in 2013, received the highest accreditation decision of "Accredited with Exemplary Standing."

Bellwoods focuses on meeting community needs through partnership development to support health system priorities. Our personal support services and Independent Living Programs are available to clients who live in the community, in our Housing Hubs or Supportive Housing projects. Our voluntary Board of Directors is drawn from the community.



"I have worked at Bellwoods for 9 years. In my current position, I really enjoy working on Bellwoods' communication materials, both print and electronic. I have worked on our newsletters, community reports and website. This process has highlighted the importance accessibility plays in all Bellwoods communication materials."

**Anna Yip**  
Communications Support Co-ordinator

## Our Vision

We envision a future where barriers do not exist

## Our Mission

Transforming lives through excellence and innovation in Independent Living

## Our Values

- Client & family centred services
- Delivering high quality programs
- Building collaborations & partnerships
- Performance excellence
- Ensuring staff are valued, engaged & supported

## Our partners

### Services

- Toronto Central Local Health Integration Network (TC LHIN)
- Toronto Central Community Care Access Centre (TC CCAC)
- Hospitals – acute, rehabilitation, complex continuing care
- Community Support Services
- Other partners supporting shared clients and initiatives

### Housing

- City of Toronto
- Government of Ontario
- Canada Mortgage and Housing Corporation (CMHC)
- First National Financial LP
- St. Clare's Multifaith Housing Society
- Mahogany Management

**Funding** for Bellwoods has been provided by the: Toronto Central Local Health Integration Network (TC LHIN), Government of Ontario, City of Toronto, Canada Mortgage and Housing Corporation (CMHC), and First National Financial LP.

# CONTENTS

Who we are & what we believe in	2
Our vision, mission, values and our partners	3
Our clients share their story	4
Board Chair and CEO Report 2015-16	5
Innovating Independence Strategic Plan (2016-19)	6
Feature Story	10
Independent Auditors' Report	12
Board and Team Members	15

## You Can Choose to Support Independent Living Too

Give the gift of Independent Living with a donation to Bellwoods through CanadaHelps.org.

**See page 15 for details**

## Our clients share their story



“After having a stroke six months ago, I found my life and the lives of those close to me, suspended in a fog of uncertainty. It became evident to me that my recovery was to require a combination of effort in setting achievable goals, with peaceful acceptance of potentially overwhelming limitations. Through the generosity and thoughtful insight of the experienced MILE Program team, and the kindness of all the Support Service Workers who provided the assistance and moral support I required, I am ready to move ahead with greater independence and suitable living accommodations. Along with the healing influence of my loved ones and friends, Bellwoods provided me with a bridge from one life to another - I will always remain grateful.”

**John Fraser**  
Community Connect Program Client



“It has been my privilege to have the opportunity to work with the clients and staff of Bellwoods. I started as a temp in 1981, and was hired 4 months later to a permanent position in 1982. Over the past 34 years, I have worked in a variety of positions, starting as a Support Service Worker and now working as a Supervisor of Support Services. I have seen the organization grow from strength to strength. My personal goal from day one has been to: do all the good I can, in all the ways I can, to all the people I can, and for as long as I can. In this health service sector, people don't care how much we know, it's that they want to know how much we care.”

**Dorothy Rodriques**  
Supervisor of Support Services  
Attendant Outreach Services

## Board Chair and CEO Report 2015-16

This past year has been a time of renewal for Bellwoods! Being new to the organization, it has been an extraordinary experience getting to know our wonderful staff who make it possible to fulfill our mission everyday; and the amazing clients we serve who motivate us to keep striving to do more to support Independent Living in the community.

In setting our course for the next 3 years, board and staff together contributed to finalizing our new 2016-19 strategic plan, setting our focus on **Innovating Independence**. Our strategic plan is based on our history of being innovators and on our desire to truly transform how we deliver services. We want to continue to build stronger, supportive communities around our clients and to ensure our impact is broader than just the services we provide. This requires strong leadership, focus and vision to foster an environment of innovation, partnership, and accountability – all while continuing to focus on our clients and their needs.

We recognize that we must make clear decisions for where we will invest our resources to support achievement of our vision, and be vigilant to ensure we achieve our desired outcomes. At all times, our work and focus will be guided by our commitment to the principles and values of Independent Living. This is what truly matters to the individuals we serve, and it is what makes Bellwoods an important contributor to the health system. We truly understand what it means to deliver on client centred care.

As I enter into my third year as Chair of Bellwoods, I am proud of the impact that we continue to make as an organization and the direction we are headed in. Health care in Ontario is going through significant changes, and more than ever, will be relying on community-based organizations to come to the table with solutions. With the successful recruitment of our new CEO and the launch of our new visionary strategic plan, we are confident Bellwoods will continue to add value for our clients, our communities and Ontario's health care system.



**Martin Anderson**  
Bellwoods Chair,  
Board of Directors



**Lori Holloway**  
Bellwoods CEO

# Innovating Independence Strategic Plan (2016-19)



Bellwoods has a solid and secure foundation to ensure the success of our new Strategic Plan. Over its almost 60-year history, Bellwoods has grown from its modest beginnings in a house on Kingston Road to a multi-site, multi-service organization that delivers services that truly transforms lives. Our organizational journey dates back to 1957 when a house on Kingston Road was renovated to create an accessible environment where services could be delivered to allow six women with Cerebral Palsy to live independently. From this modest beginning, Bellwoods has grown and evolved, cementing the legacy of our pioneering founders by creating one of the first Supportive Housing in North America, and the first Supportive Housing for adults with Cerebral Palsy in the world.

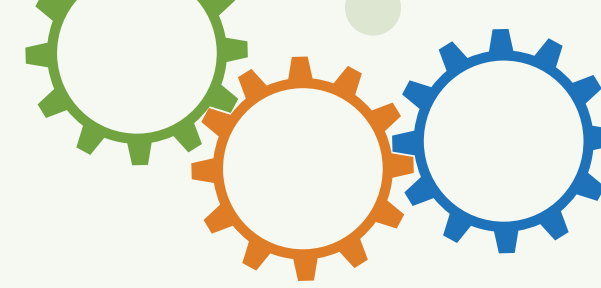
Bellwoods' 2016-19 Strategic Plan is based on our desire to truly improve the lives of Bellwoods' clients. We will do this by leveraging our past to ensure our common goals are advanced, and to mobilize positive change through continued innovation and collaboration that redefines how services are delivered and how we work together.

To support Bellwoods in transforming lives, the 2016-19 vision, mission, values, and strategic priorities have been developed to guide the organization's decisions. An integrated set of three strategic priorities was identified to provide additional focus that can be translated further into operational initiatives and specific, and measureable action plans.



"I have lived at Bellwoods since 1979. During the earlier years I lived at Shaw Street, then I moved to Church Street and in the year 2008, I moved to Dundas. I have seen many positive changes over the years. Bellwoods has grown, and I now have my own apartment and live independently with support from staff when needed. I love my independence which I have been able to maintain while living at Bellwoods, and I have grown fond of the staff whom I have met over the years."

**Cyril Higgins**  
Dundas Project Client



## Our Three Strategic Priorities

### Innovate and Collaborate to Meet the Growing Needs of Our Clients

- Engage our clients, family, and support networks to ensure our activities align to their needs.
- Develop supportive partnerships, collaborations and functional integrations that will enhance the services we offer to our clients.
- Find program and service solutions that will meet the changing needs of our complex client population.

### Demonstrate Our Excellence in Assisted Living

- Continue to work with traditional partners and non-traditional partners to find supportive environments and housing which enhance wellness, quality of life, and equity across the system.
- Develop best practices, implement data driven decision making and pursue opportunities to participate in research, partnerships, and collaborations.
- Ensure that Bellwoods is aligned with system priorities including equity and social determinants of health needs.

### Broaden Our Impact

- Look for opportunities to expand our client services through our successful enhanced assisted living program, hub and spoke model and client directed services to new client populations.
- Pursue opportunities to remove barriers for young people, adults and seniors with physical and other disabilities so they can actively participate in the workforce and society.
- Be available as subject matter experts to public and private sectors on accessibility, and how to serve complex client populations.

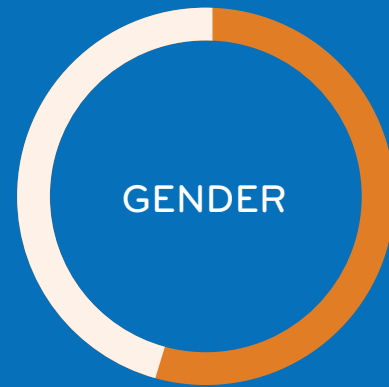
## Looking Ahead as We Move Forward

Our priorities and business plan define practical approaches to move towards our vision where **We Envision a Future Where Barriers Do Not Exist**. Realizing our vision will require detailed planning, extensive focus, and a strong dedication by stakeholders both within and outside of Bellwoods. We believe that this strategy reflects clear and achievable priorities that will enhance the quality of life for our clients and their families. Our staff, Board Members and management team are committed to our new Strategic Plan, and in continuing to engage and work with clients, their families, support networks and our partners.

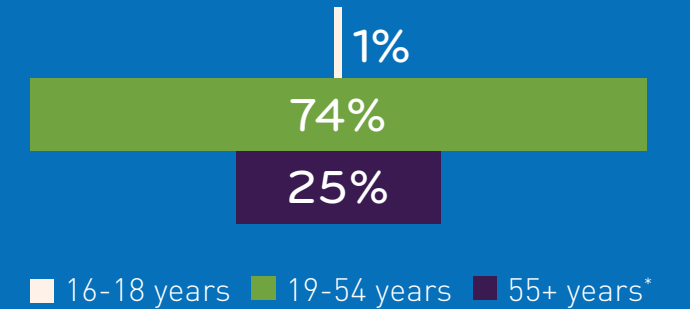
# OUR CLIENTS



[Based on data from a total of 336 clients served between April 1, 2015 – March 31, 2016]



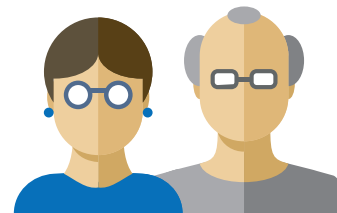
## AGE



\*Individuals with disabilities tend to show signs of aging much earlier than the general population and for that purpose we consider individuals to be seniors at the age of 55 due to disability related aging

## SERVICE PROVISION TO CLIENT BY LHIN

- 85% Toronto Central LHIN
- 9% Central East LHIN
- 4% Central LHIN
- 1% Mississauga Halton LHIN
- 1% Central West LHIN



### THE TYPICAL CLIENT AT BELLWOODS

Male over the age of 55 years. Stroke was the most common disabling condition and the majority of clients have been receiving services for more than one year and living in the TC LHIN.

## BELLWOODS SERVICE DELIVERY OUTCOMES 2015-16



**36% more** Supportive Housing clients served compared to the Multi-Sector Service Accountability Agreement (M-SAA) target

**65% more** Attendant Outreach clients served compared to the M-SAA target

**26,124** resident days achieved

**67,659 hours** of service provided

**125 clients served** by Bellwoods' Mobile Independent Living Education (MILE) Program

**112 clients or 60% of new clients** were ALC or at-risk of ALC who transitioned from hospital to Bellwoods

## THE SOURCES OF NEW CLIENTS INCLUDE:

[Based on data from 186 new clients served between April 1, 2015 - March 31, 2016]

Rehab & Acute Care Hospital 68%

Project Information Centre (PIC) 5%\*\*

Toronto Central CCAC 4%\*\*\*

Long Term Care Home 2%

Other 20%

\*\*PIC is the centralized point of access for individuals with physical disabilities applying for Attendant Services in Toronto and York Region. With a single application, applicants can apply through PIC to a variety of projects and programs listed in the PIC Directory including supportive housing, attendant outreach services and transitional and life skills programs.

\*\*\*Sudbury II and Deauville are specialized program partnerships with the TC CCAC and all referrals are through the TC CCAC. Most often the TC CCAC is sourcing clients who are in hospital, and are ALC or at risk of becoming ALC and therefore have been sourced from hospitals.

## FINANCIAL OUTCOMES

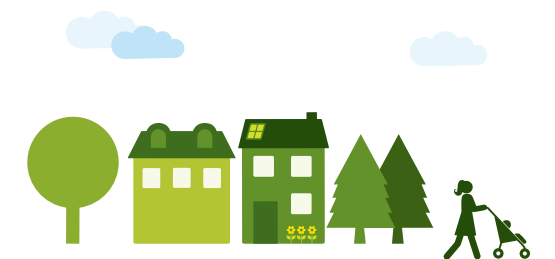
# \$179,000

### SPENT FOR CAPITAL EXPENDITURES

\$1.446M net assets retained in equity

Asset base of \$10.95M

Compliance with all TC LHIN M-SAA performance targets



# PERSEVERANCE LEADS A YOUNG MAN'S JOURNEY TO INDEPENDENCE



Mabrate Melesa Gamachu's journey began in Ethiopia where he grew up. In 2013 he decided to move to Canada to be with his family. Shortly after his arrival, he sustained an Acquired Brain Injury in November 2014 at the age of 27 years. The life Mabrate had envisioned for himself had quickly taken a very different path. After starting his recovery at St. Michael's Hospital, he was transferred to the Toronto Rehabilitation Institute (TRI) – University Health Network in January 2015 for intensive rehabilitation therapy.

Mabrate was initially assessed for Bellwoods' Community Connect (CC) Program in early March 2015. At that time, Bellwoods' team had concerns regarding his ability to manage safely in an independent apartment, and contemplated whether a Long Term Care Home (LTCH) placement would better suit his needs. Mabrate was determined, and worked very hard to increase his level of functioning. In May 2015, he transitioned to Bellwoods' CC Program. The CC Program facilitates the transition of individuals from hospitals and LTCHs to community living. Through safe living education and 24/7 access to personal

support services, the program focuses on clients' ability to live safely in an accessible home environment.

During his 6 months in the CC Program, Mabrate worked very closely with his team. Christie Kerr, Bellwoods Occupational Therapist completed a home safety assessment and worked with Mabrate to increase his safety in his apartment, including loaning him safety equipment from Bellwoods. Karen Orbaum, Bellwoods Independent Living Educator assisted Mabrate with his medical appointments, facilitated his understanding of medical information, scheduled and coordinated his transportation, liaised with his family and treatment team, and provided assistance with his search for housing. Rebecca Shen, Supervisor of Support Services and her team of Support Service Workers provided assistance with his activities of daily living including his showers, meals, transfers, laundry, and housekeeping. Mabrate's Bellwoods team continued to collaborate with his TRI outpatient therapy and primary health care teams to prepare him for a safe discharge into the community.

Mabrate completed his CC Program in November 2015 and moved into a shared living environment. Although he had wanted his own apartment, subsidized housing was not available in Toronto at that time and the housing supplement from the Ontario Disability Support Program limited his ability to afford market rent. Despite his disappointment, Mabrate was grateful to find accommodation in the community, and for his Bellwoods team who continued to provide service to ensure his safe transition into his new home. Even with supports in place, Mabrate had two falls while transferring independently, one resulting in a leg fracture. Shortly after, Mabrate decided to return to live with his family. Unfortunately, his family's apartment was not completely wheelchair accessible, posing significant challenges. His Bellwoods team continued to provide support and assistance with finding more suitable housing. Faced with these challenges, Mabrate held onto his faith that "my support team will continue to help me, and one day I will find an apartment of my own."

In May 2016, just a year after Mabrate was discharged from the hospital, he moved into a one-bedroom, accessible rent-geared-to-income apartment with 24-hour prescheduled support services at Bellwoods' Mimico Apartment Project. While he had very few personal possessions, he had his own place and was looking forward to starting the next chapter in his journey. Mabrate is very happy about his new home and surrounding neighbourhood, and more importantly, he feels he is able to live safely where he is now. Mabrate speaks of everyone's friendliness and support in helping him feel comfortable in his new home. Upon reflection, Mabrate reports, "Despite the challenges, I am thankful especially to the MILE Program staff for all of their support, assistance to get my own apartment, and help with my transition to my own home in Mimico so that I can live independently."

"I AM VERY GRATEFUL FOR THE ASSISTANCE AND SUPPORT THAT BELLWOODS HAS PROVIDED TO ME ALONG MY JOURNEY AND THROUGH MY TRANSITIONS."

**Mabrate Melesa Gamachu,**  
Mimico Apartment Project Client  
and **Asegedech Asefa**  
Mimico Support Service Worker



# INDEPENDENT AUDITORS' REPORT

To the Board of Directors of  
**BELLWOODS CENTRES FOR COMMUNITY LIVING INC.**

The accompanying summarized financial statements, which comprise the summarized balance sheet as at March 31, 2016 and the summarized statement of operations and changes in unrestricted net assets for the year then ended, and the related notes are derived from the audited financial statements of **Bellwoods Centres for Community Living Inc.** for the year ended March 31, 2016. We expressed an unmodified audit opinion on those financial statements in our auditors' report dated June 20, 2016.

The summarized financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summarized financial statements, therefore, is not a substitute for reading the audited financial statements of **Bellwoods Centres for Community Living Inc.**

## MANAGEMENT'S RESPONSIBILITY FOR THE SUMMARIZED FINANCIAL STATEMENTS

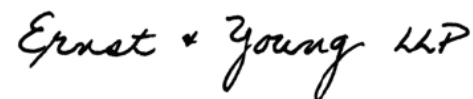
Management is responsible for the preparation of the summarized financial statements on the basis described in note 2.

## AUDITORS' RESPONSIBILITY

Our responsibility is to express an opinion on the summarized financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, **Engagements to Report on Summary Financial Statements.**

## OPINION

In our opinion, the summarized financial statements derived from the audited financial statements of **Bellwoods Centres for Community Living Inc.** as at March 31, 2016 and for the year then ended are consistent, in all material respects, with the audited financial statements, on the basis described in note 2.



Chartered Professional Accountants  
Licensed Public Accountants

Toronto, Canada,  
June 20, 2016

# SUMMARIZED BALANCE SHEET

AS AT MARCH 31

	2016 (\$)	2015 (\$)
<b>ASSETS</b>		
Current assets	3,730,550	3,523,776
Capital assets, net	6,189,473	6,565,585
Miscellaneous deposits and other assets	1,033,496	1,071,341
	<b>10,953,519</b>	11,160,702
<b>LIABILITIES AND NET ASSETS</b>		
Current liabilities	1,864,013	1,812,189
Mortgages payable - long-term portion	1,856,103	1,965,153
Loan payable - City of Toronto - long-term portion	368,375	395,984
Deferred contributions for capital asset replacement reserve	1,129,910	898,807
Deferred capital contributions [note 3]	3,353,407	3,493,864
Deferred rental contributions [note 3]	935,168	1,137,413
<b>Total liabilities</b>	<b>9,506,976</b>	9,703,410
<b>Net assets</b>		
Jean Lauder Memorial Fund	162,050	162,050
Unrestricted	1,284,493	1,295,242
<b>Total net assets</b>	<b>1,446,543</b>	1,457,292
	<b>10,953,519</b>	11,160,702

# SUMMARIZED STATEMENT OF OPERATIONS AND CHANGES IN UNRESTRICTED NET ASSETS

YEAR ENDED MARCH 31

	2016 (\$)	2015 (\$)
<b>REVENUE</b>		
Ontario Ministry of Health and Long-Term Care	8,083,115	8,154,803
City of Toronto	366,906	284,948
Rental income from tenants	304,718	277,738
Investment and other income	500,329	607,083
	<b>9,255,068</b>	9,324,572
<b>EXPENSES</b>		
Salaries and benefits	7,112,518	7,217,157
Other	2,153,299	2,242,765
	<b>9,265,817</b>	9,459,922
<b>Deficiency of revenue over expenses for the year</b>	<b>(10,749)</b>	(135,350)
Unrestricted net assets, beginning of year	1,295,242	1,430,592
<b>Unrestricted net assets, end of year</b>	<b>1,284,493</b>	1,295,242

See accompanying notes on page 14

# NOTES TO SUMMARIZED FINANCIAL STATEMENTS

## MARCH 31, 2016

### 1. SUMMARIZED FINANCIAL STATEMENTS

The summarized financial statements are derived from the complete audited financial statements, prepared in accordance with Canadian accounting standards for not-for-profit organizations as at March 31, 2016 and for the year then ended.

The preparation of these summarized financial statements requires management to determine the information that needs to be reflected in the summarized financial statements so that they are consistent in all material respects with, or represent a summary of, the audited financial statements.

These summarized financial statements have been prepared by management using the following criteria:

[a] the information in the summarized financial statements is in agreement with the related information in the complete audited financial statements; and

[b] that, in all material respects, the summarized financial statements contain the information necessary to avoid distorting or obscuring matters disclosed in the related complete audited financial statements, including the notes thereto.

Management determined that the statements of changes in internally restricted net assets and cash flows do not provide additional useful information and, as such, has not included them as part of the summarized financial statements.

The complete audited financial statements of the Bellwoods Centres for Community Living Inc. [the "Organization"] are available upon request by contacting the Organization.

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The following summary of significant accounting policies is set forth to facilitate the understanding of the summarized financial statements:

#### Revenue recognition

The Organization follows the deferral method of accounting for contributions, which include grants and donations. Grants and bequests are recognized in the accounts when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Other donations are recorded when received, since pledges are not legally enforceable claims. Unrestricted contributions are recognized as revenue when initially recorded in the accounts. Externally restricted contributions are deferred when initially recorded in the accounts and recognized as revenue in the year in which the related expenses are recognized.

Restricted contributions for the purchase of capital assets that will be amortized are deferred and recognized as revenue on the same basis as the amortization expense related to the acquired capital assets.

Rental income from tenants is recognized as earned when rental services are provided.

Investment income is recognized in the statement of operations when earned, other than interest earned on the capital asset replacement reserve which is added to the reserve balance.

#### Capital assets

Purchased capital assets are recorded at acquisition cost less accumulated amortization. Capital assets are amortized on a straight-line basis over the following periods:

#### Tangible

Buildings	20 years
Building improvements	18 years
Furniture and equipment	5 years
Computer equipment	3 years
Leasehold improvements	Term of lease

#### Financial instruments

Long-term debt, which comprises mortgages payable and loan payable – City of Toronto, are initially measured at fair value, net of transaction costs, and are subsequently measured at amortized cost. Transaction costs are amortized using the straight-line method.

Financial instruments, including accounts receivable, fixed income investments, accounts payable and long-term debt, are initially recorded at their fair value and are subsequently measured at cost, net of any provisions for impairment.

### 3. DEFERRED CAPITAL AND RENTAL CONTRIBUTIONS

#### Deferred capital contributions

Included in deferred capital contributions is a forgivable loan from Canada Mortgage and Housing Corporation ["CMHC"], which is part of the funding provided by the three levels of government for the new supportive housing project [1082 Dundas Street West] at the south end of the Shaw Street property. This loan was granted by CMHC on behalf of the Ontario Ministry of Municipal Affairs and Housing.

The loan is repayable on May 1, 2034. According to the agreement, the loan is forgivable if the Organization is in compliance with the conditions set. As at March 31, 2016, management believes the Organization is in compliance with the conditions set. Since the Organization expects to remain in compliance with the conditions required for the loan to be forgiven, this loan has not been recorded as loans payable.

Interest is to be charged at the higher of [i] current prime rate for a commercial first mortgage having a five-year term, plus 2% or [ii] the interest rate applicable to the first mortgage registered against the title to the property, plus 2%; however, this interest will also be forgiven as long as the conditions are met. As at March 31, 2016, management believes the Organization is in compliance with the conditions set and, accordingly, no interest has been accrued.

#### Deferred rental contributions

Deferred rental contributions represent funds received from the Toronto Central Community Care Access Centre for the buy-down of the rental charges at the Deauville Place Apartments and 180 Sudbury Project II. The purpose of these units is to provide affordable rental housing to alternate level of care patients. For the Deauville Place Apartments, the monthly rental charges were bought down for a period of 20 years commencing April 1, 2012. For the 180 Sudbury Project II, the monthly rental charges were to be bought down for a period of 20 years, commencing in fiscal 2013.

## You Can Choose To Support Independent Living Too

Now you can give the gift of living independently with a donation to Bellwoods through:

- 1 A secure charitable donation online through Canada Helps: <https://www.canadahelps.org/dn/3900>
- 2 Contact Bellwoods Admin: (416) 696-9663 ext. 206 or e-mail at [admin@bellwoodscentres.org](mailto:admin@bellwoodscentres.org)

All donations are welcome and appreciated. Your gift will benefit those whom Bellwoods works with, to improve their quality of life.

Thank you!

## Board and Team Members



#### Board Members 2015-16 - Front row, left to right:

Heather Brien (Director), Martin Anderson (Chair), Barbara Baca (Director), Timothy Pervin (Director), Paul Williams (Secretary)

Back row, left to right: Alexander Sandahl (Treasurer), Angela Hantoumakos (Director), Gabrielle Bochynek (Director), Robert C. Taylor (President)

Absent: Susan Jewell (Director), Robert Last (Director), John McMillan (Vice President)

DONATE  
THE GIFT OF  
INDEPENDENT  
LIVING



#### Management Team 2015-16 - Left to right:

Susan Andrew (Senior Director, Client Services), Lori Holloway (Chief Executive Officer), Karen Woo (Director, Communications & Strategic Development), Sharri-Ann Edmunds (Director, Assisted Living), and Abdul Machher (Chief Financial & Information Officer)

Absent: David Gibson (Director, Human Resources & Organizational Development), and Harriet Jamieson (Director, Client Programs)





For more information on our services, programs and housing you can go to [www.bellwoodscentres.org](http://www.bellwoodscentres.org)

You can also contact us at [admin@bellwoodscentres.org](mailto:admin@bellwoodscentres.org)

**Head Office, Outreach Services  
and Housing Hubs**

789 Don Mills Road, Suite 701  
Toronto, Ontario M3C 1T5  
T: (416) 696-9663 F: (416) 696-9481

**Bellwoods Park House, Community  
Connect Program and MILE Program**

300 Shaw Street  
Toronto, Ontario M6J 2X2  
T: (416) 530-1448 F: (416) 536-8189

**Bellwoods Dundas Project  
and MILE Program**

1082 Dundas Street West  
Toronto, Ontario M6J 1X1  
T: (416) 534-1354 F: (416) 534-6578

**Bellwoods Mimico Apartment  
Project**

1 Summerhill Road, Suite 307  
Etobicoke, Ontario M8V 1R9  
T: (416) 251-4939 F: (416) 251-7253

