

ICAN - INDEPENDENCE CENTRE AND NETWORK

ANNUAL REPORT

2018/2019



ABOUT ICAN

MANY PEOPLE SAY IF THEY COULD DESCRIBE ICAN IN ONE WORD, IT WOULD BE “COMMUNITY”.

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

CODE OF ETHICS

We, as employees of ICAN – Independence Centre and Network, are committed to a culture of ethical excellence. We are responsible for acting professionally and practicing in accordance with our ethical principles.

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

We are committed to:

- Our clients
- Professional competence
- Protection of confidential information
- Employer, colleagues, and community
- Accurate client records

MISSION

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

VISION

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

VALUES

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

ETHICAL GUIDING PRINCIPLES

AUTONOMY
DO NO HARM
DO GOOD
ENSURE JUSTICE

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A MESSAGE FROM THE CEO

“IT IS A PLEASURE TO ASSIST ALL OF OUR CLIENTS TO ACHIEVE THEIR GOALS OF REMAINING INDEPENDENT IN THEIR HOMES AND COMMUNITY.”

The 2018/2019 fiscal year was another successful one for ICAN – Independence Centre and Network. We continue to grow and flourish because of our dedicated Board of Directors, our amazing employees, our valued partners, and our remarkable clients.

LEADERSHIP TEAM

Marie Leon	Chief Executive Officer
Carmen Sampson	Manager of Client Services
Kim Sliede	Manager of Corporate Services
Diane Loyer	Client Services Supervisor
Ian Burcher	Client Services Supervisor
Paul McDowell	Client Services Supervisor
Gaetanne Larocque	Client Services Supervisor
Nathalie Hall	Client Services Supervisor
Aaron St.Pierre	Scheduling Supervisor
Johanne Ramsay	Executive Assistant

OPERATIONAL PLAN

The ICAN Leadership Team continues to work on its multi-year operational plan. In the last fiscal year, I am happy to report on several accomplishments:

- CARF Re-Accreditation
- Completing action plans based on satisfaction survey results
- Development of Sensitivity Training for employees
- Development and completion of the CARF Quality Improvement Plan
- Updates to policies, processes and other documents

Aspects of the Operational Plan are designed to ensure quality services for our clients and retention of our valuable staff.

BOARD OF DIRECTORS

Our Board of Directors works very hard to ensure that ICAN remains true to our mission, vision and values. We have a very talented and diverse Board of Directors who are committed to ICAN, our programs, employees and clients. The Board has been kept informed of the rapidly changing health care landscape and have taken positive steps to ensure ICAN's continued success well into the future.

STRATEGIC PLANNING

In the fall of 2017, the Board created a new three-year Strategic Plan based on an Environmental Scan and SWOT Analysis. Here is a summary of key accomplishments from 2018/2019:

Promote ICAN Brand Recognition

- Our current MPP toured ICAN prior to the provincial election
- ICAN was asked to present at the Annual Stroke Congress
- ICAN participated in a presentation at the OCSA Conference
- New marketing material has been developed
- ICAN participated in a CBC Radio interview regarding winter sidewalk maintenance

Explore Seamless Integration Opportunities

- ICAN was approached by two agencies regarding possible future integration
- ICAN has become involved in an Ontario Health Team (OHT) Submission
- ICAN continues to work on many Regional initiatives to develop Standard Operating Guidelines for programs

BOARD OF DIRECTORS

Todd Robson	Chairperson
Andrew Olivier	1st Vice-Chair
Andrée Lacroix	2nd Vice-Chair
Allan Lamothe	Treasurer
Claire McChesney	Director
Dr. Shelley Watson	Director
David Szczepaniak	Director
Nicole Sykes	Director
Lesley Yeomans	Director
Janice Clarke	Director
Angela Nahwegahbow	Director

Human Resource Retention

- ICAN was part of the NE LHIN Taskforce asked to address the PSW Crisis
- ICAN sponsored students through the PSW Course in partnership with St. Albert's School
- ICAN lead two regional training initiatives; one for front line and the other for supervisors
- ICAN has taken on additional student placements

Advocate for more Funding

- ICAN continued to advocate for a base funding increase and received a 2% increase after eight years with no increases
- ICAN received additional funding for the Assisted Living for High Risk Seniors program this year

Improve Infrastructure and Technology

- Outdated computers were replaced
- A Cyber Security Remediation plan was developed and implemented
- Enhancements were made to GoldCare Software
- Painting and flooring was completed at the Haig Street site
- New accessible picnic tables were purchased

Ensure Seamless Operations

- ICAN is a member of the OCOP (One Client One Plan) Steering Committee
- New scheduling model has been implemented in our Supportive Housing Program
- A restructure of non-unionized employees took place, resulting in ICAN having its “aces in their places”
- Our Orientation model has been revamped

Become a recognized Centre of Excellence

- ICAN received a Three Year Re-Accreditation through CARF International
- 98% of our clients are satisfied with our services
- Our Transitional Unit has received positive feedback from clients and partners

HUMAN RESOURCES

The shortage of Personal Support Workers (PSW) continues to plague organizations across Ontario, including Sudbury. ICAN continues its aggressive recruitment campaign and has had success in its efforts. Competition is fierce from both non-profit and for-profit companies and ICAN looks for other ways to reward our employees and to make ICAN an employer of choice.

Currently, our workforce is 152 employees strong with twenty-six percent of our front-line employees as full-time. We recognize that full-time employees are key to retention and we create as many full-time positions as our resources allow.

ICAN is committed to ensuring that our front line staff receive quality training. In 2018/2019, we provided mandatory training in Crisis Prevention and Intervention, Back Care, First Aid, and Bowel and Bladder Care, and we now have an internal trainer for First Aid.

VOLUNTEER OF THE YEAR

When a tragedy occurs, we empathize with the survivor but most would agree that no one can ever truly understand until it happens to them. On April 22, 2018, while out walking his dogs, ICAN's long-time rehabilitation worker, Claude Leblanc, suffered the very thing he helped people recover from—a stroke.

He remained steadfast in his journey of recovery and was an ideal patient. He was determined to get better and knew what he had to do. We joked with him that he was being an overachiever by investigating his job from the inside out. Claude found it interesting that even with his knowledge of stroke recovery, he struggled with making the same missteps in his physical rehabilitation that he had once coached his own clients to avoid. 'Easier said than done' became the phrase of the day. Still, Claude persevered as he slowly improved his balance and use of his hand while battling daily fatigue. A talented musician, Claude rejoined his drum troupe for a live performance just three months after his stroke. Soon after that, Claude shared his newly gained insight as a volunteer facilitator in the GRASP group therapy program as well as the Living with Stroke™ educational and support group at ICAN. His clients became his peers and he shared one of the greatest gifts one can share—compassion.

We thank Claude for giving his energy at a time in his life where this was an even more valuable resource.



PROGRAM UPDATES

Our Independence Training Centre is very much in demand for adults with physical disabilities and those who are recovering from stroke. This year, we added two new exercise programs; G.R.A.S.P™ Graded Repetitive Arm Supplementary Program and Stronger 4 Longer.

Two of our longest running programs, Outreach Attendant Care and Supportive Housing for Adults with Physical Disabilities continue to run at maximum capacity with long waitlists. We are very proud to continue to promote the Independent Living Philosophy in these programs.

Our newer programs provided to older adults and seniors continue to grow. We received expansion funding for Assisted Living for High Risk Seniors this year. Regionally, with our partners, we have exceeded targets for personal support services for low acuity seniors. There continues to be a growing waitlist for Home Help Services. All of these programs are assisting people to remain in their homes for as long as possible.

Our Transitional Unit and our two Enhanced Congregate Care Units are helping our hospital partner, Health Sciences North (HSN), with ongoing issues with exceeding capacity.

Our Post Stroke Transitional Program continues to grow here in Sudbury and across the region. ICAN is helping more and more people with this important service.

OTHER HIGHLIGHTS

Our Annual Independence Day was another success!

This event took place on August 24, 2018, which was a scorchingly hot day! Clients, staff, and family were treated to a performance by Lennie's Garage. Everyone enjoyed playing bingo, egg smash event, wheelchair wash, picture booth, making slime, lip sync battle, lots of activities for the children and, of course, our penny table and door prize.

Our Annual Client Christmas Luncheon

On December 4, 2018, the Steel Worker's Hall was packed and full of good cheer! We had a wonderful lunch, a Christmas Trivia Contest, Christmas Bingo, and the annual Christmas Carol sing-a-long was lots of fun!

ANNUAL STAFF APPRECIATION EVENT

ICAN's Annual Staff Appreciation Event was another great event!

There were 48 employees in attendance to celebrate those who had achieved service milestones and other awards. Here are this year's honourees:

EMPLOYEE OF THE YEAR

Justin Jeanveau

5 YEARS OF SERVICE

Nathalie Hall
Kylie Gervais-Mallek
Casey Holmes
Heather Koltun

10 YEARS OF SERVICE

Jackie Lafleur
Geoff MacQueen

30 YEARS OF SERVICE

Gaetanne Larocque
Diane Loyer
Shalene Bonhomme

PEER AWARDS

Matthew Gridley (Corporate Services)
Ashley Fragomeni (Outreach)
Anthony Blimke (Supportive Housing)
Justin Jeanveau (CSC/RSW)

STAFF SATISFACTION

It is a pleasure to report that we have maintained our level of staff satisfaction at

98%

FISH AWARDS (VOTED BY CLIENTS)

Leadership team – Diane Loyer
Other Support – Robyn O'Hara
CSC/RSW – Marc Chretien
ILA – Ailyse Bazinet
Being There – Sue Trapasso
Making Their Day – Marc Chretien
Having a Positive Attitude – Ginette Thaxter
Having Fun – Jackie Lafleur

“ICAN's employees are fundamental to the success of our agency and the quality service they provide to our clients is truly exemplary.”

CRAIG NOBLE INDEPENDENCE AWARD

Congratulations to Jalee Pelissier!

Jalee is a second year student at Collège Boréal in the Physio and Occupational Therapy Assistant program. Jalee has Muscular Dystrophy but says that's not what defines her. Her motto is: "Nothing and Nobody can Drag me Down."

Jalee is a member of the Accessibility Advisory Committee of the City of Greater Sudbury. She is hoping that her involvement in the community will allow her to create positive change for people with physical disabilities.

Last year, Jalee was granted a wish from the Sunshine Foundation.

She got to meet one of her idols, Niall Horan. She says it was the greatest day of her life and her dream had such a positive and life changing impact on her. It gave her more strength, courage, and hope. She has become a spokesperson for the Sunshine Foundation and now she gets to share her dream and spread the word about the foundation's work and inspire others to never give up on their dreams.

Meagan Burnside-Holmes from Muscular Dystrophy Canada says that: "Jalee is an ambassador for her community, for herself and for others, and never misses an opportunity to raise awareness for her own disability or for others without a voice. She is indeed a champion for those who struggle to advocate for themselves. Jalee brings positivity, strength, determination, and life into everything she does."

In her application, Jalee says: "Put all of this together, and you have a young woman who loves her family and her dogs. Someone who wants to make a positive change for people with disabilities. A person with a passion to raise awareness and some much needed funds for Muscular Dystrophy. A girl who wants to live life to the fullest and make a difference along the way."

We couldn't have said it any better, Jalee! We wish you all the best as you continue on your journey!



ORGANIZATIONAL HISTORY

MAY 23, 1979

Incorporated in Sudbury, Ontario, by consumers and their families to develop alternatives to institutionalization for adults with physical disabilities.

JULY 1, 1979

Registered Charity status was granted.

MARCH 1982

Funding received from the Ontario Ministry of Community and Social Services for the first Supportive Housing program for adults with physical disabilities.

DECEMBER 1983

Capital and operational budgets approved by the Federal Canada Mortgage and Housing Corporation, Ontario Ministry of Housing for the development of a Resource Center and an apartment complex that would serve as a second supportive housing site.

JANUARY 1984

St. Cecilia school property purchased with monies from fundraising efforts to further develop a Resource Centre for individuals with physical disabilities to come and learn independent living skills.

OCTOBER 1, 1984

Construction of new apartment building began.

1987

Funding received to provide Outreach Attendant Care to individuals with physical disabilities in their own homes throughout the City of Sudbury.

1996

Funding received to provide Outreach services to students of Cambrian College Special Needs Centre.

JUNE 2001

Funding received from Ontario Trillium Foundation for a two-year period to develop After School Campus for youth with physical disabilities.

JUNE 2003

Launching of official name change to ICAN Independence Centre and Network, to more accurately reflect our new mission and vision statements.

SEPTEMBER 2005

Expansion funding received from the Ministry of Health and Long-Term Care to provide services in the Manitoulin-Espanola area.

NOVEMBER 2009

Funding received from the NE LHIN (North East Local Health Integration Network) for a new Supportive Housing site on Mont Adam Street in Sudbury.

2010 - 2011

Funding received from the NE LHIN to pilot our Post Stroke Transition Program.

2011 - 2012

Funding received from the NE LHIN for the first Enhanced Congregate Care (ECC) Unit in our Haig Street building.

2012 - 2013

Youth Services and Peer Support Services programs are discontinued.

Funding received from the NE LHIN for Assisted Living Services in the Downtown, West End, Gatchell, Flour Mill, and Donovan areas.

Funding received from the NE LHIN to convert Field House to Donato House for our Post Stroke Transitional Program

2013 - 2014

Permanent funding received from the NE LHIN for our Post Stroke Transition Program.

Funding received from the NE LHIN to expand our Post Stroke Transition Program regionally in partnership with NILA (Northern Independent Living Association); ICAN is asked to provide program, funding and statistical oversight of Regional Program.

Funding received from the NE LHIN for a second ECC Unit in our Haig Street building.

Funding received from the NE LHIN to expand Assisted Living Services into the Copper Cliff and Walden areas.

2015 - 2016

Funding received from the NE LHIN for “Virtual” Assisted Living; ICAN is asked to provide funding and statistical oversight of Virtual Model.

Funding received from the NE LHIN for PSS Low Acuity services in the Downtown, West End, Gatchell, Flour Mill, Donovan, Copper Cliff and Walden areas; ICAN is asked to provide funding and statistical oversight of Regional PSS Low Acuity Program.

ICAN received 3 year accreditation from CARF International.

2016 - 2017

Outreach Services in Sudbury West is discontinued.

Funding received from the NE LHIN for Respite Services in the Downtown, West End, Gatchell, Flour Mill, Donovan, Copper Cliff and Walden areas; ICAN is asked to provide funding and statistical oversight of Regional Program.

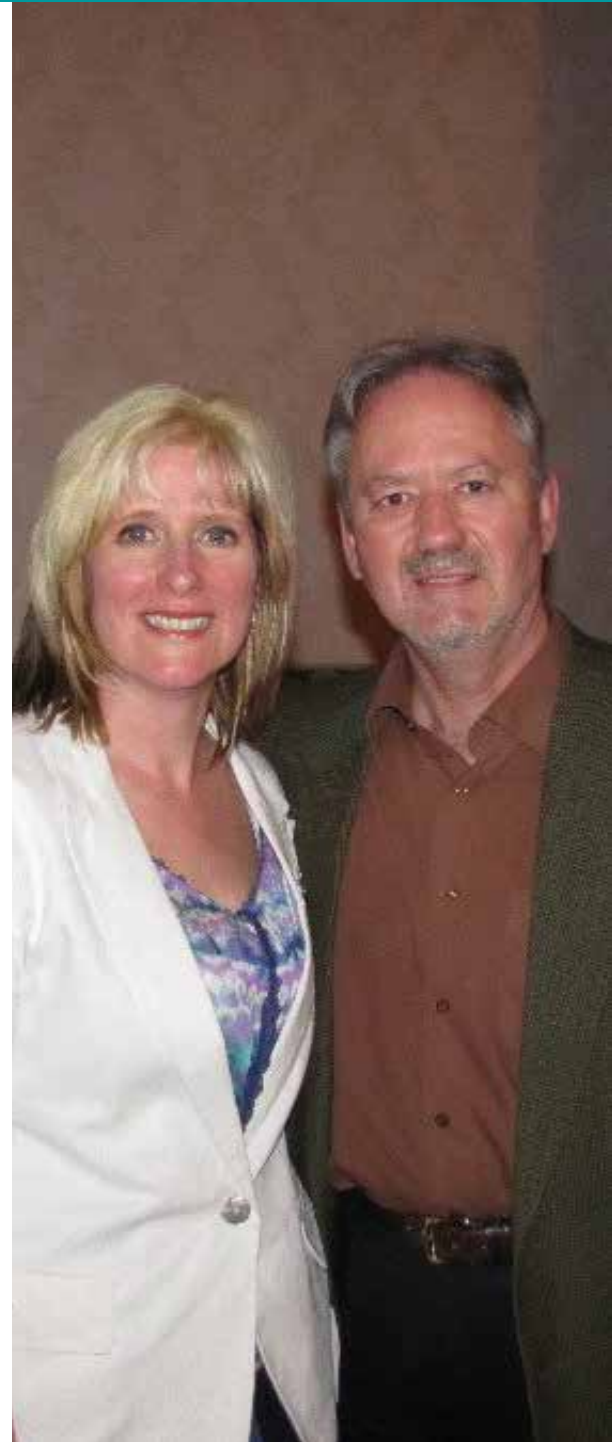
Temporary funding received from the NE LHIN to pilot a transitional unit at Haig Street; Donato House is repurposed to provide Supportive Housing.

2017 - 2018

Funding received from the NE LHIN for Homemaking Services in the Downtown, West End, Gatchell, Flour Mill, Donovan, Copper Cliff and Walden areas.

OCTOBER 2018

ICAN received a 3 year re-accreditation from CARF International.



OPERATIONAL STATISTICS: PROGRAM RESULTS

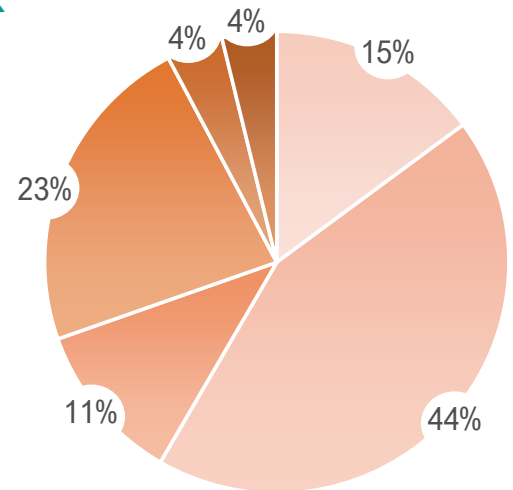
REVENUE SOURCES 2018-2019



NE LOCAL HEALTH INTEGRATION NETWORK

Regular Funding Breakdown 2018-2019

Program	Amount (\$)	Percentage (%)
Assisted Living Services	\$4,026,274	44%
Low Acuity	\$2,096,100	23%
Independence Training/ Outreach	\$1,374,187	15%
Regional Post Stroke Transitional Program	\$1,041,138	11%
Respite	\$363,827	4%
RIU	\$352,000	4%



CLIENTS SERVED

INDEPENDENCE TRAINING/OUTREACH

2017-2018 263

2018-2019 195

ASSISTED LIVING SERVICES

2017-2018 40

2018-2019 46

HOURS OF SERVICE (THOUSANDS)

INDEPENDENCE TRAINING/OUTREACH

2017-2018 24.7

2018-2019 23.5

ASSISTED LIVING SERVICES

2017-2018 24.8

2018-2019 24.4

REGIONAL POST STROKE TRANSITION PROGRAM (6 sites full year)

CLIENTS SERVED

2017-2018 677

2018-2019 634

NUMBER OF NAVIGATOR CLIENT CONNECTIONS

2017-2018 8,232

2018-2019 7,567

STATEMENT OF OPERATIONS

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

OPERATING FUND	2018	2019
REVENUE	\$8,657,771	\$9,604,128
EXPENSES	\$8,652,583	\$9,646,915
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES	\$5,188	(\$42,787)

STATEMENT OF FINANCIAL POSITION

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

ASSETS	2018	2019
CURRENT ASSETS	\$631,976	\$1,059,178
CAPITAL ASSETS	\$1,099,681	\$958,836
LONG-TERM INVESTMENTS	\$100,564	\$48,788
RESTRICTED ASSETS	\$333,043	\$301,339
TOTAL	\$2,165,264	\$2,368,141

LIABILITIES AND FUND BALANCES	2018	2019
CURRENT LIABILITIES	\$603,260	\$967,543
DEFERRED CAPITAL CONTRIBUTIONS	\$453,276	\$425,084
MORTGAGE PAYABLE	\$128,345	\$37,918
FUND BALANCES	\$980,383	\$937,596
TOTAL	\$2,165,264	\$2,368,141

CLOSING REMARKS

This past fiscal year has been a success because of the ICAN Community. A long list of thank you's is a must!

Thank you to our Board of Directors who continuously demonstrate their passion and commitment to our agency.

Thank you to our Leadership Team who face every opportunity and challenge with a positive attitude.

Thank you to our Employees who are always there for our clients.

Thank you to our funders who see the value of ICAN services and continue to support us.

Thank you to our partners who join us in our mission of seamless and integrated services.

And most importantly, thank you to our clients who welcome us into their lives and homes every day.

It is an honour to serve and support you!

If you think this past year was busy, just wait for 2019/2020 to roll out! It's ICAN's 40th Anniversary and we intend to celebrate! During our 40th year, ICAN will honour our past, celebrate the present, and anticipate the future.

And here is something else to look forward to ... this summer's Independence Day will be bigger and better with more fun and activities!

I look forward to more growth, more opportunities, and more changes in 2019/2020. And I look forward to working with all of you to make it happen!

Marie Leon
Chief Executive Officer



DONORS

Loretta Benedetti
Howard Illsley
Christine Von Maydell
Reginald & Helen Kusnierczuk
Benito & Maria Pividor
Ines Fabbro
Iris & Real Duhaime
Oppedisano Family
Celine Gaudet
Mary Andrews
Ed & Carin Morris
Pietro Oppedisano
Arthur & Mary Jo Dowdall
Luca Renelli
Terry & Marylen McKenzie
Ornella Marcantognini
Irma Bazzul
Andrée Lacroix
Joe Natale
Arthur J. Gallagner
Bassis & Carter
Brunet McFadden Professional Corp.
Integrity Management Consulting Group
Myles Property Management Inc.
Northern Communications
Irene Dembek

Estate of Claudette Tackman
Paul A Hatzis
Richard & Marie Leon
Brent Beaton
Craig Runciman
Pauline Lamothe
Jocelyne Heneberry
David & Renata Pylatuk
Elizabeth Lamothe
Bernie & Lana Roy
Stephanie MacNeil
LEPSS Staff Social Committee
Terance & Marylen McKenzie
Lucien & Claudette Rheault
Estate of Rosemarie Walford
Frank Principe
Sylvia Donato
Gary and Velia Serafini
Giuseppina Cotesta
Eddy and Lisa Picco
Anastasia Rioux
Christina Martin
Nicole Whittke
Deanna MacLennan
Maurizio De Poli

FUNDERS

North East Local Health Integration Network (NE LHIN) and the Government of Ontario
 Ministry of Health – Community Health Division
 HRSCD/RHDCC

MEMBERSHIPS

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

COMMITTEES

North East Regional Home and Community Care Network
 North East Regional Assisted Living Committee
 Sudbury Manitoulin Home and Community Care Network
 Northeastern Stroke Network
 North East Regional PSS Low Acuity Committee
 North East Regional Respite Committee
 OCOP (One Client One Plan) Steering Committee
 St. Albert's Advisory Committee
 NE PSW Task Force
 Provincial Levels of Care Subgroup
 North East Regional Operational Working Group Committee (Low Acuity)
 Cambrian College Personal Support Worker Program Advisory Committee



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Réseau local d'intégration
des services de santé
du Nord-Est