

**BELLWOODS CENTRES
FOR COMMUNITY
LIVING**

**COMMUNITY REPORT
2010-2011**

BELLWOODS CENTRES FOR COMMUNITY LIVING

ENABLING COMMUNITY SUPPORT FOR ADULTS WITH PHYSICAL



CLIENT-FOCUSED NEEDS-BASED QUALITY SERVICES

COMMUNITY PARTNERSHIPS AND COLLABORATION

VISIONARY LEADERSHIP

SAFETY AND WELLNESS FOCUSED ENVIRONMENT

FISCAL RESPONSIBILITY

DISABILITIES TO LIVE AS INDEPENDENTLY AS POSSIBLE



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BELLWOODS CENTRES FOR COMMUNITY LIVING

Bellwoods is a charitable, not-for-profit organization that provides community services, programs and affordable, accessible housing for adults with physical disabilities including seniors in Toronto. Services and programs including personal support, skill development and program coordination are geared to facilitate transitions and independent living in the community and to prevent hospitalization. These services and programs are offered in supportive housing and the community at large. Bellwoods' development history demonstrates innovation and change to meet evolving community and health system needs.



Bellwoods Milestones

- 1957 Pioneered housing renovated for accessibility and services for six women with cerebral palsy
- 1967 Housing construction of Bellwoods Park House and service start for 61 adults with physical disabilities
- 1983 Renovation of Park House to 32 apartments for independent living services and transitional living program
- 1983 Start of Cooperative Living Project, shared living services and program support
- 1985 Start of community-based Outreach Services
- 1989 Start of integrated independent living services at Mimico Apartment Project
- 1996 Start of community-based transition program — MILE Program
- 2007 First 3-year accreditation award by Accreditation Canada
- 2008 Occupancy and start up of new supportive housing — Bellwoods Dundas
- 2009 Start of supportive housing based transition program — Community Connect
- 2010 Renewed 3-year accreditation award by Accreditation Canada

OVER 50 YEARS . . . PAVING THE WAY

CHAIR REPORT

This past year has been another good year for Bellwoods. In a changing world, organizations of all stripes are searching for the right combination of solid, dependable operational results, and growth and development. Too much focus on operations and you risk not adapting to the changing world; too much growth and development and you risk losing focus on clients. The right combination is elusive for many reasons, but I am pleased to report that Bellwoods has it.

Operationally, health care providing organizations like Bellwoods are rightly being held by our funders to ever increasing standards of accountability and performance. The not very poetically, but accurately named 'Toronto Central Local Health Integration Network (TCLHIN) Multi-Sector Service Accountability Agreement' lays out performance standards in which fiscal performance — balancing the budget — is just the starting point. For another year, Bellwoods has delivered the right combination of service and quality improvements while operating within the fiscal restraints. Among other things, the number of clients served increased, the number of hours of service increased, the number of client visits increased all within a balanced budget.

This operational success doesn't come by pinching pennies, and requires investments each year in people, training, and equipment. It must be a balanced approach that does not trade off client or staff safety and continues to improve quality. Our repeated accreditation with Accreditation

Canada is an important piece of this puzzle. Again, Bellwoods has hit the right combination.

On the growth and development side, I have written before about the critical importance of Bellwoods taking a leadership position in the health system of which we are a part. I am proud of the success we have had with Community Connect, and the strong strategic evaluation report it has received. I am even more pleased with the increasing frequency with which the TCLHIN turns to us as a trusted partner and advisor.

Our strong results, knowledge and trusted relationships are what has got us here, and are what will continue to enable Bellwoods to thrive and grow. We will work hard to make sure we keep the right combination in the coming year.

This year marks a significant loss for Bellwoods of one of our key supporters and Honourary Chair, John Yaremko Q.C. For 50 years, he has contributed to enhancing the lives of Bellwoods' clients. We are grateful for his generosity and affection for our clients. We will miss him greatly.

I would like to thank my fellow board members for another year of their time, energy and expertise. Reaching the right combination starts with the diverse perspectives we bring to our board discussions, and continues through the hard work of Claire and her management team. I'd like also to thank staff for their dedication, hard work and skills, and for working with our clients and residents to make Bellwoods the special place it is.



A handwritten signature in black ink, appearing to read 'D. Choat'.

David Choat
Chair, Board of Directors

EXECUTIVE DIRECTOR REPORT

Bellwoods' strategic direction is focused on integration and partnership development that enables improved system integration within the LHIN and future environment. We are pleased to have been a contributor to so many Ministry of Health and Long-Term Care (MOHLTC) and TCLHIN initiatives this year and to participate in improving the health system together.

Our organizational highlights include many positive outcomes in the areas of client service, quality management, financial management, and development and innovation. Our strength is our ability to develop innovative program, service and housing models while maintaining strong fiscal and infrastructure support all geared to high quality client service. Our partnerships include government, hospitals, long-term care homes and community organizations.

Bellwoods received its second three-year accreditation award from Accreditation Canada this year, having successfully completed its accreditation survey in spring 2010. We are continuing to develop quality improvement and other initiatives in anticipation of future accreditation requirements.

Community Connect, geared specifically to address MOHLTC and TCLHIN priorities, as well as MILE Program, have been excellent catalysts for partnership development and represent key areas for future initiatives. Bellwoods will use the Community Connect Strategic Evaluation report to guide future partnership development, which is also expected to be influenced by our relationships with housing providers and the City of Toronto.

We are excited to have experienced such a rewarding year. Thanks so much to staff for their dedication and commitment and to clients for their participation and feedback, which together has ensured quality service throughout the year. Going forward, Bellwoods will continue to work with our funders and to evolve our partnerships, utilizing our expertise and experience, towards new integrated program, service and housing models to better serve the community.



Claire Bryden
Executive Director



ORGANIZATIONAL HIGHLIGHTS

Client Services

- Stroke became the largest disability condition (24%) served by Bellwoods
- 45% of clients were aged 55+ years
- 70% of clients stayed less than 5 years in service
- Served 321 clients, a 24% increase over last year and a 5% increase per year over the last five years
- Delivered 122,540 hours of service, a 1% increase per year of total hours of service provided over the past five years
- Provided 11% more client visits (169,936) compared to last year, reflecting the transition client flow in Community Connect and increased visits on MILE Program
- Expanded the use of the InterRAI CHA standardized assessment for the agency and prepared for TCLHIN implementation
- Purchased capital equipment including accessibility equipment such as ceiling lifts installed in Park House & Dundas Project



I like it here because of the location, the rent geared-to-income and the wonderful people.

— Irwin Greenberg
Client, Park House

Quality Management

- Successfully completed accreditation survey with a three-year award from Accreditation Canada
- Completed successful WSIB safety group audit confirming compliance with all required standards for 2010 and the past 5 years
- Completed Community Connect Strategic Evaluation with a positive report which recommended consolidating partnerships to support system improvement
- Carried out Continuous Quality Improvement initiatives including annual

client safety training and infection rates tracked and analyzed for the year

- Built organizational capacity:
 - rebalanced Bellwoods programs to increase service to external community
 - extended and expanded scope of MS SharePoint web-based data management system to include operations
 - redesigned payroll system and prepared for full conversion into the CCIM supported Quadrant HRIS system



The MILE program helped me find a safe place to live in the community. My facilitator and educator helped me so much during the moving process and I can tell they really care about me. Their kindness means a lot to me and my parents. I'm very happy in my new apartment and I want to thank Bellwoods and everybody who helped me from the bottom of my heart.

— Vaios Karageorgos
Client, MILE Program

continued on page 8

Financial Management

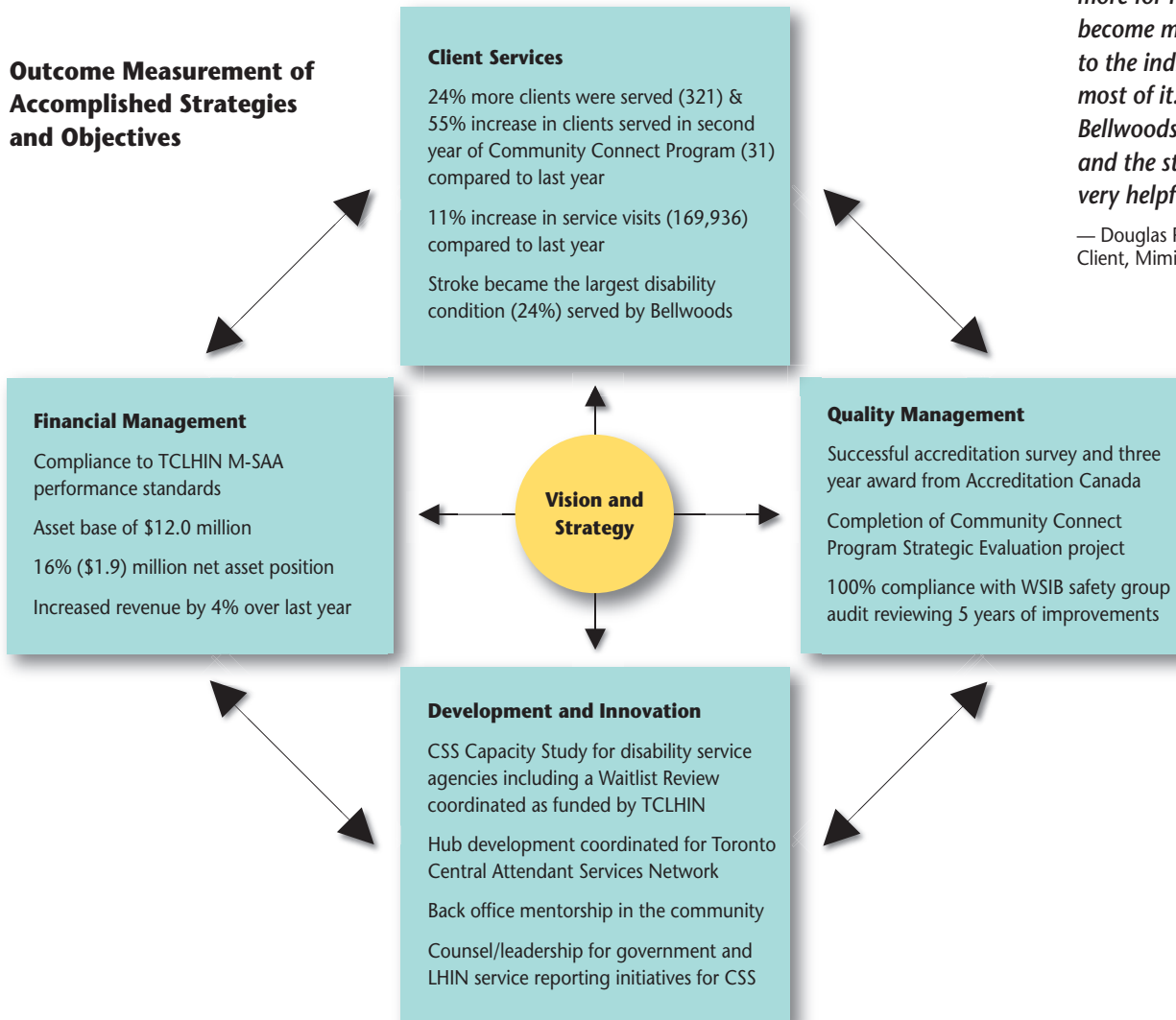
- Met TCLHIN Multi-Sector Service Accountability Agreement performance standards including balanced budget
- Sustained improvement of corporate financial condition

- increased revenues by 4% over last year
- solid solvency position with \$1.9 Million net assets (\$647,000 unrestricted)
- maintained good liquidity position and sustained an asset base of \$12 Million



I've been fortunate to have had support all the way from the Rehab hospital to Bellwoods' Community Connect and Mimico Supportive Housing. Every place is different, but I've adjusted and gained from each experience. I've learned to do more for myself, as I have become more capable. It's up to the individual to make the most of it. My experience with Bellwoods has been very good, and the staff have all been very helpful.

— Douglas Follett
Client, Mimico Apartment Project



Development and Innovation

- Community Connect Program
 - served 31 individuals, discharged from hospital, in the second year of the Program, saving 4,580 ALC days during the year
 - transitioned 18 clients to their service plan destination – five of these clients (28%) improved sufficiently that they did not need PSW services when they left
 - increased Bellwoods' supportive housing space by 25% (19 spaces) through client transitions
- partnership building
 - coordinated access hub development project lead for Toronto Central Attendant Services Network (TCASN)
 - participated with several service partners including mental health providers, in preparation for disability clients entering new housing at 180 Sudbury St., Toronto
 - mentored several CSS seniors agencies regarding back office financial and statistical reporting and HR strategic planning
- Contribution to Health System Development
 - Project lead for CSS Capacity Study with 13 agencies providing disability services
 - Information management and technology system mentor towards re-design and implementation of new systems requirements



My path to Bellwoods Outreach was from a long term care facility through to Bellwoods' Community Connect Program, through to Bellwoods Outreach service. The transition from the CC program to Outreach was flawless. I was really very sceptical about moving out on my own, but now I feel a whole lot better, and I have hope. I would be in a lot of trouble if I did not have Bellwoods Outreach, and I really appreciate the services I receive. The Outreach staff have made my life so much easier — the staff make me feel real, and I no longer feel like an invalid. It has been a wonderful and empowering experience.

— Etienne (Martin) Lesmond
Client, Outreach Services

- Member of various committees involving Ontario Health Reporting System, Management Information System and Human Resources Information System initiatives, as well as Community Support Services Common Assessment Project and Long Stay Alternate Level of Care Task Group



I was very excited 21 years ago when I learned I was going to move to Bellwoods. Bellwoods staff has treated me with kindness, and have been patient in times of need. I have a healthy lifestyle through good cooking and great care. One of my greatest achievements is that I met and got engaged to a fine gentleman. Bellwoods has helped me to maintain this long lasting relationship. Overall, I have my freedom to come and go as I please

— Maxine Brooks
Client, Dundas Project

COMMUNITY CONNECTIONS

'Connections' Facilitate Transitions

Andris Briedis is a motivated, hardworking, and forward thinking 53 year old man who was diagnosed with Multiple Sclerosis (MS) in 1982 while at the time working on his PhD degree in Zoology at the University of Toronto. He continued with his studies until 1985 when he was unable to pursue his PhD any longer due to physical limitations.

He continued to live on his own until summer 2010 when he experienced an attack that resulted in an admission to Bridgepoint Health for six months. At that time, a decision was made for Andris to move to Main Street Terrace Long Term Care home. He reported, "I was depressed by this turn in my life because I consider myself not to be an old man and wanted to live as independently as possible."

Andris stated that initially, "I really had no idea what Bellwoods' Community Connect (CC) Program was about." However he subsequently met with Bellwoods staff, was provided with information, opportunities to ask questions, and to come for a tour at Bellwoods. Andris reported, "I knew that this could be my salvation." He was residing at Main Street Terrace Long Term Care when he was subsequently offered a place in the CC Program which he accepted in April 2011. Andris attributes his successful transition to the CC Program to the strong collaboration between Bellwoods staff and his teams from Bridgepoint Health and Main Street Terrace Long Term Care. He is in the 14 month program which is intended for individuals who do not have an identified discharge destination and require relocation in the community.

Andris reported that he has a feeling of accomplishment with the assistance provided by Bellwoods. "The assistance I get is very good and I am able to get things done. The staff here is super.



— Andris Briedis
Client, Park House/Community
Connect Program

Being here at Bellwoods in the CC Program gives possibility for greater independence and has allowed me to feel I have a life. I am content." He went onto report his goals to include, "I want to recover some of my physical abilities by being able to do things like participate in Variety Village for exercise. It is a positive force to know I am working towards higher levels of independence." At

Bellwoods, Andris reports that "I am in charge of my daily routine. I'm more independent here."

He will be taking a great opportunity and moving to his new home at the Bellwoods' Mimico Apartment Project in Etobicoke in October 2011 which will signify his completion of the CC Program and achievement of his program goal. Andris will be followed by a Bellwoods MILE facilitator who will complete a home safety assessment in his new home and an Independent Living Educator who will facilitate his orientation to his new community. He will continue to have the strong support of his family, and he reported plans to continue to attend programs at Variety Village. Focussed on a positive future and goal, Andris stated "at the conclusion of my stay in the CC Program, it is my hope to continue to pursue my highest level of independence. I have big hopes and dreams which are endless and I hope I can achieve them."

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, 2011 and the summarized statement of operations and changes in unrestricted net assets for the year then ended, and related notes, are derived from the audited financial statements of **Bellwoods Centres for Community Living Inc.** as at and for the year ended March 31, 2011. We expressed an unmodified audit opinion on those financial statements in our auditors' report dated June 27, 2011.

The summarized financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles applied in the preparation of the audited financial statements of **Bellwoods Centres for Community Living Inc.** Reading the summary 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 a summary of the audited financial statements in accordance with Canadian generally accepted accounting principles.

Auditors' responsibility

Our responsibility is to express an opinion on the summarized financial statements based on our procedures, in accordance with the applicable Assurance Guideline of The Canadian Institute of Chartered Accountants.

Opinion

In our opinion, the summarized financial statements derived from the audited financial statements of **Bellwoods Centres for Community Living Inc.** as at and for the year ended March 31, 2011 are a fair summary, in all material respects, of those financial statements, in accordance with Canadian generally accepted accounting principles.

June 27, 2011
Toronto, Canada,

Ernst + Young LLP

Chartered Accountants
Licensed Public Accountants

SUMMARIZED BALANCE SHEET

(See accompanying notes)

As at March 31

	2011 \$	2010 \$
Assets		
Current assets	2,546,126	2,019,766
Investments	1,150,000	1,050,000
Fixed assets, net	8,359,418	8,879,781
Miscellaneous deposits	23,791	18,741
	12,079,335	11,968,288
Liabilities and Net Assets		
Current liabilities	2,404,568	1,973,722
Loan payable — City of Toronto — long-term portion	502,387	528,008
Mortgages payable — long term portion	2,365,191	2,456,550
Deferred contributions for CMHC fixed asset replacement reserve	622,946	559,692
Deferred capital contributions (note 2)	4,268,259	4,362,543
Total Liabilities	10,163,351	9,880,515
Net Assets		
Invested in fixed assets	1,106,601	1,419,169
Jean Lauder Memorial Fund	162,050	162,050
Unrestricted	647,333	506,554
Total Net Assets	1,915,984	2,087,773
	12,079,335	11,968,288

SUMMARIZED STATEMENT OF OPERATIONS AND CHANGES IN UNRESTRICTED NET ASSETS

Year ended March 31

	2011 \$	2010 \$
Revenue		
Ontario Ministry of Health and Long-Term Care	6,912,926	6,580,013
City of Toronto	233,361	229,404
Rental income from tenants	182,265	162,135
Investment and other income	456,050	533,301
	7,784,602	7,504,853
Expenses		
Salaries and benefits	5,918,236	5,829,775
Other	2,038,155	1,824,999
	7,956,391	7,654,774
Deficiency of revenue over expenses for the year	(171,789)	(149,921)
Unrestricted net assets (deficit), beginning of year	506,554	578,307
Net change in net assets invested in fixed assets	312,568	78,168
Unrestricted net assets, end of year	647,333	506,554

NOTES TO SUMMARIZED FINANCIAL STATEMENTS

1. Summary of Significant Accounting Policies

The financial statements of **Bellwoods Centres for Community Living Inc.** ("the Organization") have been prepared in accordance with Canadian generally accepted accounting principles. The following summary of significant accounting policies is set forth to facilitate the understanding of these financial statements:

Revenue recognition

The Organization follows the deferral method of accounting for contributions, which include government grants and membership donations. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Externally restricted contributions are deferred and recognized as revenue in the year in which the related expenses are incurred.

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

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

Investments

Investments are valued at cost plus accrued income, which approximates fair value. Investments comprise bank guaranteed investment certificates which have terms to maturity of more than 90 days at date of purchase. Investment income is recorded in the statement of operations and changes in restricted net assets.

Fixed assets

Purchased fixed assets are recorded at cost less accumulated amortization. Fixed assets are amortized on a straight-line basis using the following annual rates:

Building	20 years
Building improvements	18 years
Furniture and equipment	5 years
Computer equipment	3 years

Deferred capital contributions

Contributions received for fixed assets are deferred and amortized over the same terms and on the same bases as the related fixed assets.

2. 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 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, 2011, 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 a liability.

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, 2011, management believes the Organization is in compliance with the conditions set and, accordingly, no interest has been accrued.

CLIENT SUPPORT

FUNDING PARTNERS

Ministry of Health and Long-Term Care
Toronto Central Local Health Integration Network
City of Toronto
Canada Mortgage and Housing Corporation
First National Financial LP

MEMBERS

Gilles Arsenault	Albert Luk
Elizabeth B. Bell	Vija Mallia
Claire Bryden	Ed Montojo
Peter Brydon	Giles Osborne
R. Bruce Brydon	Barbara Quinn
David Choat	Carolyn Reid
Raj Choudhury	Joanne Reinhardt-Gunn
Monica Codjoe	Lyndon Rollit
Bruce Fair	Paul Shantz
Atlas Fence	Michael Sprung
Rhonda Galbraith	Robert C. Taylor
Tony Hine	Cameron Turner
Pat Hunt	Konrad Surma
Harold Keller	Gaye Walsh
Miriam Kelly	Anne Wojtak
Robert Last	John Yaremko

THE GIFT OF INDEPENDENT LIVING

Now **YOU** can give the gift of living independently with a donation to Bellwoods Centres through CanadaHelps.org located on the Bellwoods' website.

A LEGACY INSPIRED BY GENEROSITY: THANK YOU PETER!

Bellwoods is the recipient of a gift-in-kind from the late Peter B.G. Ferguson (1928-2011) and his family. Peter's personal philosophy of living independently and with dignity has resonated with his life and is also congruent to the philosophy of Bellwoods. Peter had polio in 1947 at the age of 19 years, and spent his subsequent years as a wheelchair user. He was the President of a construction and real estate development company based in Mississauga, Ontario which built and owned projects spanning Canada and the United States. Peter was always an advocate for those with physical disabilities, encouraging architects and contractors to adjust their attitudes and plans for buildings to become more accessible. He lived independently on his own until the age of 81, when he moved to a seniors' residence. Peter passed away one year later at the age of 82.

Throughout the years, Peter has been actively involved as a board member of the Canadian Paraplegic Association Ontario and the Ontario March of Dimes. He has also been generous in his contributions to various charities. Bellwoods would like to acknowledge and thank Peter and his family, for their generous gift-in-kind of various items including a van, lift, electric bed, and other equipment with a total value over \$40,000. Peter's gifts will be used by the clients of Bellwoods and they will further the mission and legacy Peter would have strongly supported — independent living for those with physical disabilities.

BOARD & MANAGEMENT



Board of Directors 2010-11: (left to right, standing) Konrad Surma (Committee Member), Carolyn Reid (Board Member), Robert C. Taylor (Board Member), David Choat (Board Chair), Bruce Fair (Board Member); (seated) Monica Codjoe (Board Member), Joanne Reinhardt-Gunn (Board Member), Lyndon Rollit (Board Member); absent: Rhonda Galbraith, Robert Last, Albert Luk, Vija Mallia, Giles Osborne, Claire Bryden (Ex Officio), John Yaremko, Q.C. (Honorary Chair)



Management Team 2010-11: (left to right) Janice Hayden (Director, Outreach Services & Mimico Apartment Project), David Gibson (Director, Human Resources & Organizational Development), Claire Bryden (Executive Director), Susan Andrew (Director, Park House, Dundas Project & MILE Program), Karen Woo (Development Manager, Health Care Services), Ed Montojo (Chief Finance & Information Officer)

SERVICES & HOUSING

www.bellwoodscentres.org
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Head Office

Bellwoods Outreach Services

Bellwoods MILE Program

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Bellwoods Park House

Community Connect Program

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Fax: 416 536 8189

Bellwoods Dundas Project

1082 Dundas Street West
Toronto, Ontario M6J 1X1
Phone: 416 534 1354
Fax: 416 534 6578

Bellwoods Mimico Apartment Project

1 Summerhill Road, Suite 307
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Fax: 416- 251 7253



