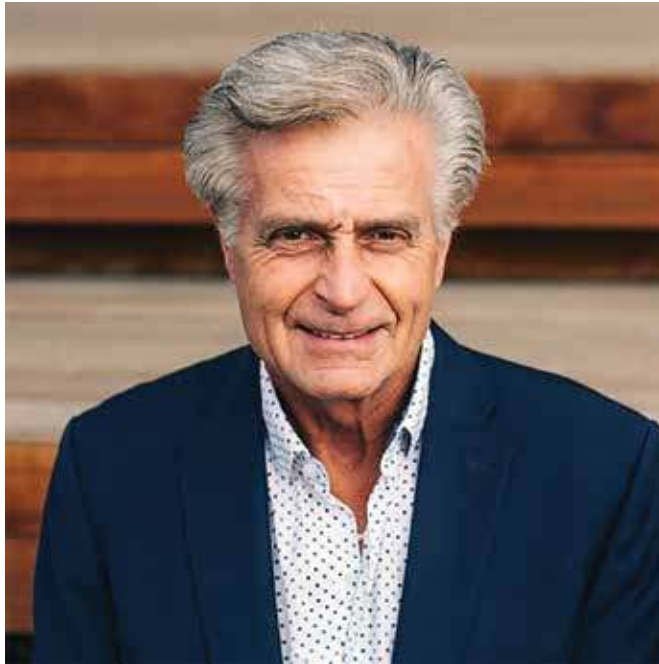




ELMWOOD  
RESIDENCES INC

# ANNUAL REPORT 2020-2021





## MESSAGE FROM THE BOARD CHAIR

It is hard to believe that we are over a year into the Covid-19 pandemic. Our year can be summed up in a few words: trepidation, resiliency, sadness, and optimism.

It was March of last year that we heard of the first case of Covid-19 in Saskatchewan. The world was dealing with outbreaks and uncertainty. We knew that we faced the huge challenge of protecting our residents and team members. We used our trepidation as an opportunity to demonstrate our innovation and passion for residents by facing the unknown and building plans and defenses to protect everyone.

As time wore on, it was evident that this event was going to be with us for some time. Everyone at Elmwood had to pivot from this being a short-term event to a long-term crises fraught with complexity and an everchanging environment. Over time, fatigue started to set in as rules often changed and the level of isolation deepened for residents and their families. Yet we could not lose our focus. This tested all our employees resolve and at times was mentally challenging. However, our resiliency carried us through.

Just as we thought we might get through Covid without a huge impact, Kinsmen Manor succumbed to the ever-present threat of an outbreak and manage the emotion, logistics, and ultimately the loss of one resident through the Outbreak. Elmwood has committed itself to healing and learning from this event, focused on improving our crisis response for the future.

**We embrace optimism for the future.** This is, in part, because our partnership with the Saskatchewan Health Authority has made an on-site Vaccine Clinic a possibility for Elmwood and other partners in the Disability Sector. We can now plan for a future that allows residents to connect with one another and socialize. It will give them the opportunity to get out and resume some of the activities that are so important to them and we can support families seeing their loved ones in person again.

Embracing optimism for the future even further, the Manor Transition Initiative honors our founders and invites Elmwood to embrace new ways to better meet the needs of individuals living with intellectual disabilities. This initiative will envision the closing of Kinsmen Manor as a residential setting and will see the development of Community Homes which will provide person-centred supports in smaller, more personalized homes. The nursing, social supports and recreation opportunities currently experienced by residents living at the Manor will be maintained. A Resident First Approach will be used in the planning and development of these supports and services focused on ensuring relationships, continuity of care and ensuring the unique desires of residents are at the centre of this initiative. We are embracing this opportunity in partnership with the Ministry of Social Services - Community Living Service Delivery and look forward to the input of families and other stakeholders during this complex transition.

Wishing you safety, health and connection in 2021.

In partnership,  
**Gary Emde, Chair of the Board of Directors**  
**Elmwood Residences Inc.**



## MESSAGE FROM THE EXECUTIVE DIRECTOR

We wish to recognize our dedicated Board of Directors who have gone above and beyond throughout the course of the last year and provided us with direction and guidance while instilling a sense of trust and belief in the organization. Thank you to our funders, the Ministry of Social Services - Community Living Service Delivery, the Saskatchewan Health Authority, and the Saskatchewan Housing Corporation for making our work possible. We also wish to extend our sincere gratitude to partners in advocacy - Inclusion Saskatchewan, SARC and CLASI for their support throughout the pandemic. To our amazing family networks, thank you for your patience and understanding over the course of the last year as we have collectively navigated many challenges - your love, gratitude and belief in what we do has, and continues to, energize and empower our teams.

We are so hopeful for the upcoming year - for connection, for safety and for a bright future.

In appreciation,  
**Rachael Steinke, Executive Director**  
**Elmwood Residences Inc.**

We are happy to share Elmwood's 2020-2021 Annual Report with you. We hope that the information and stories enclosed serve to demonstrate the resilience of those we support, the passion, love, and dedication provided by our Team Members and the commitment of our community throughout the last year.

The past year was not what we expected. It was, and continues to be, one of the most unpredictable, unprecedented, and challenging years experienced by Elmwood. While we have maintained momentum on many Strategic Initiatives, we have also had to make alterations as we faced the Covid-19 Pandemic and its many impacts on our organization, our communities, and our world.

Our approach to this year's report is to welcome you into the Elmwood community in a time of distance and separation. Through great adversity, Elmwood has experienced a sense of profound community involvement which supported residents and team members alike to feel the love, acceptance, and connection to the community of Saskatoon. We welcome these partnerships and relationships with open arms and grateful hearts.



# Elmwood's Tim Hortons Drive Thru

**OUR VISION** is for people living with intellectual disabilities to be empowered to lead full and meaningful lives.

**OUR MISSION** is to provide individualized care and support that nurtures growth, well-being and belonging for people living with intellectual disabilities.

## **OUR GUIDING PRINCIPLES:**

- Resident First
- Relationships and Partnerships
- Teamwork
- Community Inclusion
- Continuous Reflection and Growth
- Communication and Openness
- Innovation and Creativity
- Integrity and Accountability
- Advocacy



*Elmwood had its own Tim Hortons Drive Thru Day* in September 2020 sponsored by the Monahan Family and it was a massive hit amongst residents and the community. The residents were very excited to stand in line or wheel up and order a coffee or hot chocolate and a donut or cookie.

We shared photos from this special event on our Facebook page and it went VIRAL! We reached over 36,000 people and had over 11,000 engagements (likes, shares, comments, etc.)! Knowing at the time we had around 700 followers on our own page this post had an incredible reach raising lots of new awareness about our organization and those we serve.

The day was so successful we continue to host these events regularly and want to give a heartfelt thank you to the Monahan Family for sponsoring these amazing days!





# Strategic Initiative Accomplishments

## MAINTAINING and GROWING

Updated our Person-Centred Planning processes to bring our Resident First Approach to life. We have begun to enhance the individual plans to incorporate a more 360° view of the residents including personality traits, interests, dislikes, abilities and goals.

## MAINTAINING and GROWING

Expanded Community Inclusion Program by enhancing staff complement to five recreational therapists and one Manager of Community Inclusion.

## MAINTAINING and GROWING

Developed a strong Emergency Operations Committee (EOC) comprised of key leaders within the organization to discuss, manage, reflect and debrief on crises navigated. EOC has also updated Contingency Plans for Outbreaks and extreme weather.

## INVESTING IN STAFF

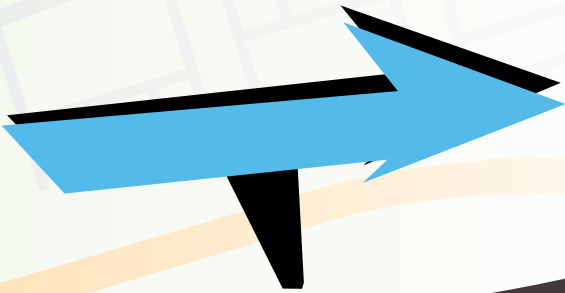
We've ensured our Team Members have the right support at the right time by securing an Employee Assistance Program (EAP), initiated a practice of hosting Debrief Sessions when traumatic events occur and launched the Not Myself Today Initiative to support a mentally healthy workplace and reduce stigma.

## INVESTING IN STAFF

Developed and launched a Training & Onboarding Program in late-2020. The program prepares Team Members throughout all levels of the organization and includes an intro to Elmwood, fundamentals of support, a course on person centred thinking, CPP & SP, PART, and TLR.

## BUILDING FINANCIAL CAPACITY

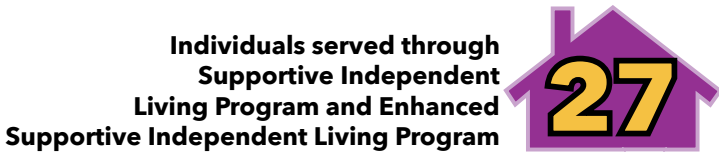
Expanded our Elmwood Family to include a new position, Development Coordinator, which focuses on sourcing and building new financial opportunities in addition to building and maintaining relationships with Stakeholders.







# Who We Serve



\*numbers represent total number served throughout the year  
and may not reflect today's numbers

Elmwood serves individuals living with intellectual disabilities who meet the  
mandate to receive services from the Ministry of Social Services -  
Community Living Service Delivery.

The Community Inclusion  
team adapted to create many  
unique in home recreation  
experiences including:

- Backyard Camping
- Internal Folkfest Celebrations
- A Hawaiian Luau  
(complete with pig roast!)
- Outdoor Carnival
- Karaoke Parties
- Spa Days
- Paint Nights
- Backyard movies
- Picnics in the Park
- Check out our Facebook  
Page to see pictures from  
these activities and  
so much more!



Sex of those supported by Elmwood:



Average Age Per Program	<b>65</b>	<b>54</b>	<b>45</b>
	KINSMEN MANOR	COMMUNITY HOMES	SUPPORTIVE INDEPENDENT LIVING PROGRAM
Average Number of Years of Support per Program	<b>29</b>	<b>21</b>	<b>10</b>



# Matching Gift Campaign

***In December 2020, Elmwood ran its first year-end fundraising campaign with incredible success!***

Covid-19 has greatly impacted the residents' ability to spend time with their family, friends and be involved in their community as they previously had. Elmwood immediately had to adapt to provide a variety of internal programming to keep residents engaged, connecting with others and in positive spirits, as they were no longer safely able to attend employment, day programs, community events or other recreational outings.

We are grateful to our Fall Feast 2020 confirmed sponsors who transitioned their sponsorship funds to a donation towards recreational programming for the summer when the Fall Feast was cancelled. However, as winter approached the funds were running low and with Covid-19 still present, we knew we would be remaining in isolation for many more months. It was at this time that we decided to reach out to our stakeholders for financial support to ensure we could provide the best pandemic experience possible into 2021!



*Mike and Ronnie Stensrud*

The campaign was led by our generous supporters, the Stensrud family, who committed to a gift of \$25,000 should Elmwood be able to raise that amount from the community and other stakeholders. We were blown away when we reached this goal within the first 15 days of the campaign and by the end of the month had raised a total of \$54,000 making the campaign's final fundraising total more than \$79,000!

***THANK YOU to all the donors who stepped up and generously supported Elmwood during our time of need.*** YOU created smiles on all 115 individuals that Elmwood continues to serve. The funds raised have already provided all residents with unique experiences in 2021 like Cupid's Corner and Leprechaun Lane with many more special activities to come.

*To learn more about Elmwood's fundraising priorities and how YOU can make a difference, please contact Maggie Stevenson, Development Coordinator at [mstevenson@elmres.ca](mailto:mstevenson@elmres.ca)*



*Kinsmen Manor Residents came up with a creative way to share their appreciation to all campaign donors.*

# Brian's Legacy

***Brian Delday was a resident of Elmwood for 50 years.*** At just 18 years old, he was one of the first residents to make Kinsmen Manor his home. Brian was a hard-working, independent, compassionate individual, who always wanted to help others and did so in the most meaningful way in his passing. Brian made a generous estate gift to Elmwood in the fall of 2020, which was further elevated by an anonymous donor, together making a total contribution of over \$100,000.

Brian took great pride in his work and participated in both Cosmopolitan Industries' and Elmwood's Day Programs. Within Cosmo, he spent many years in the Waste Reduction Area (now called the Recycling Division) where he loved to help clean out cages, sort files and rip paper. At Elmwood, he participated in lots of projects and supported the staff and his fellow residents when he could. He helped housekeeping by moving tables and chairs so the floors could easily be cleaned, he supported the kitchen staff with post meal clean-up and assisted lots of his friends by bringing their dishes to the kitchen, pushing those in wheelchairs, and perhaps most importantly, he provided comfort by simply holding the hands of those who needed some extra love.

In his spare time Brian enjoyed participating in a wide variety of recreational activities including wheelchair bowling, dancing, going to the Exhibition, participating in Camp Easter Seal, playing games and attending church services. Above all he loved to attend Saskatoon Blades games with his guardian and friend, Gord Jones. Brian didn't want to miss anything - he did it all while making jokes and providing his signature "thumb's up"!

Knowing Brian's dedication to his work, the wheelchair bowling team and his love of social outings, Elmwood, along with his guardians, have found it fitting to honour Brian's legacy over the coming years in two main areas.



Firstly, Elmwood's wheelchair bowling team will now officially be known as: ***Brian's Bowling Buddies!*** To further enhance our team's experience we were able to purchase new ball ramps and team t-shirts in Brian's memory that will be used for many years to come.

Secondly, this gift has allowed Elmwood to purchase a new wheelchair transit van which is set to arrive soon. This vehicle will be used daily for our residents to access Day Programs and work (which was one of Brian's many passions), medical appointments, recreational opportunities, vacations and more. Having access to safe, reliable and accessible transportation is critical to the services Elmwood provides and the initial investment to purchase all the vehicles in our fleet are funded by donors. We are extremely grateful for the generosity we have received in honour of Brian.

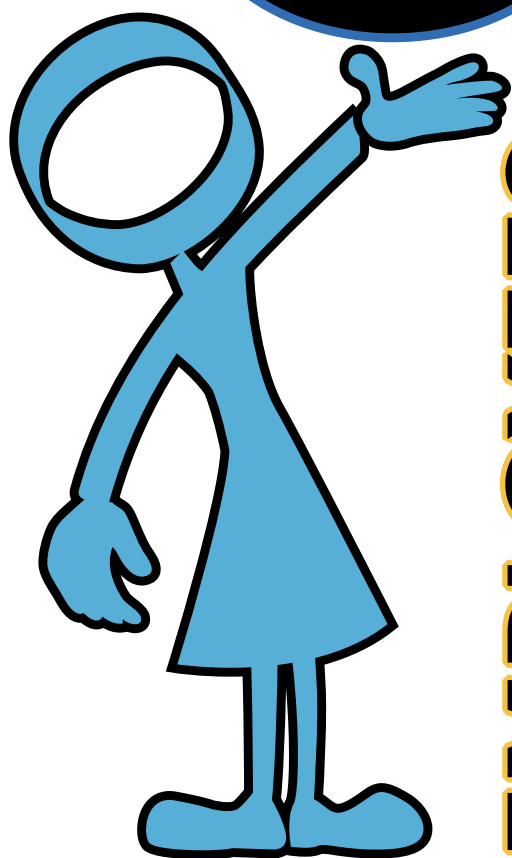
*To learn more about how you can leave a gift in your will please contact our Development Coordinator, Maggie Stevenson at 306-374-5151 ext. 235 or [mstevenson@elmres.ca](mailto:mstevenson@elmres.ca)*





# Team Elmwood

**207**



# EMPLOYEES

89% female 11% male



average age of staff **42**



**\*Numbers as of March 31, 2021**

*Team Members were asked in our annual survey to: provide three words that describe the current culture at Elmwood*

### Newly Launched: Training and Onboarding Program

This Training Program prepares Team Members throughout all levels of the organization to deliver high quality supports and services to those Elmwood serves. The Program is facilitated over the course of five (5) days and each contingent includes a maximum of twelve (12) Team Members to successfully facilitate discussion, exploration and application of key knowledge.

The Training and Onboarding Program includes five (5) sessions consisting of:

- Elmwood 101 – an Introduction to Elmwood
  - Fundamentals of Support
    - Person-Centred Thinking
      - Comprehensive Personal Planning and Support Policy (CPP & SP)
        - Professional Assault Response Training, Intermediate Level (PART)
          - Transfer, Lifting and Repositioning (TLR)

As of March 31st, approximately 50 Team Members have completed the full program. It is anticipated that all Team Members will have received this training by Fall 2022 and will immediately be offered to new Team Members and Volunteers as needed.

## Secured an Employee Assistance Program (EAP)

In a time of anxiety and uncertainty, Elmwood has focused its efforts on ensuring Team Members are supported and appreciated. Securing an EAP is just one way we've been able to do that. This Program is available to all Team Members on their first day of employment and allows them to access support with mental, financial, physical and emotional wellbeing confidentially and 24/7.

***Launched the Canadian Mental Health Association's Not Myself Today Program***

Not Myself Today is a workplace mental health initiative with an aim to encourage people to change the way we think and support mental health. This initiative is safe, non-threatening and evidence-informed to help companies build greater awareness and understanding of mental health, reduce stigma and foster safe and supportive work cultures.

This initiative is being funded by the 2020 Cameco Fund for Mental Health Grant administered through the Saskatoon Community Foundation. Elmwood is very grateful to have received funding for this program for the next two years to support our employee's mental health with an organization-wide launch taking place April 2021.





# Team Member Excellence Awards

*Elmwood Residences is committed to the development* of an awesome organizational culture and we believe in recognizing employees for excellence, dedication, and passion. The awards are presented to employees who, by their contributions to the organization, exemplify and embody the principles of the following awards.

## *Positivity & Passion Award* *Luda Matyushenko*

Luda has served as a Support Worker with Elmwood Residences since 2007 having worked in a Community Home for more than 10 years before moving to her current Community Home.

Her nomination highlighted her calm, reassuring energy and positive resolve that she brings to any Community Home she enters. She is always confident and prepared no matter the activity whether it be cooking, care, recreation, transportation or medical she is always ready to handle whatever it thrown her way. Luda is able to act quickly on her feet and is always unfazed through any “only happens once” kind of situation. Luda is also very welcoming to resident families, her colleagues and of course the residents she serves. She is very enjoyable to work with and the residents love her!

*Thank you Luda for continuously demonstrating both positivity and passion in all that you do!*



## *Resident First Award* *Mila Joannette-Rebalkin*

Mila has served as both a Home Operator and Support Worker in a Community Home since she joined Elmwood’s team in 2013. Working in the same home for nearly 8 years has allowed her to develop strong relationships with everyone in the house. Mila is a strong support in encouraging the ladies to be as independent as they can be while being there for additional assistance should it be wanted or needed.

Mila’s nomination highlighted her confidence and abilities in empowering the ladies to make their own choices. If a residents communicates they are not interested in participating in an activity with Mila the way it is presented she accepts and acknowledges their ability to make these choices and has the skills to support the resident in a fashion that is preferable to the individual. She is receptive to feedback and always puts the individuals, their needs, and safety first.

*Thank you Mila for being a strong advocate and leader in providing the Resident First Approach!*



## *Above & Beyond Award* *Billie Zaiachkowski*

Billie started working at Elmwood in 2009 as a Home Operator before beginning her current role as Support Worker at a Community Home. She greatly supports the foundation of the house by assisting with all the needs to keep the home running smoothly including paperwork, ordering of materials, making both medical and social appointments, and much more.

The first line of her nomination was “Billie is amazing! Little more needs to be said”. She knows the ladies in the home better than anyone else and is a strong advocate for their health, social and recreational needs, community involvement and relationships with one another and their families.

Billie is able to anticipate supports and needs before they are needed and advocates for the ladies to receive the best care possible and feel safe in all situations. She cares, shows respect and has a special genuine heart for both the residents and colleagues she works with on a daily basis!

*Thank you Billie for going above and beyond for the residents of Elmwood!*





# Community Partners

The residents of Elmwood have been greatly impacted due to the increased health risks the virus would provide should it be contracted and therefore have been living very isolated over the past year. The community immediately stepped up to support our residents in a variety of ways to ensure they could continue to live fulfilled lives within their bubbles.



### Elmwood's Internal Christmas Market and Party

We held our first ever internal Christmas Shopping Market sponsored by the Kinsmen Club of Saskatoon that featured over 30 local artisans and retail stores sending samples of their products to allow our residents the normalcy of shopping for their loved ones for the holidays in a Covid safe environment.

### Kinsmen Manor Covid-19 Outbreak Support

As soon as the Kinsmen Club of Saskatoon had heard about Kinsmen Manor's outbreak they immediately offered their support providing funds for three initiatives including: individual recreation packages to keep the residents entertained in their rooms, hotel rooms for staff that needed to isolate or protect their families and finally family sized 'heat and serve' meals delivered to the homes of all Manor staff sharing our appreciation for their dedication to those we serve.

### Galon Insurance & Mortgage Brokers - Christmas Party and Manor Outbreak Activity Baskets

Elmwood Residents experienced their first ever Virtual Christmas Party thanks to the innovation and support of Galon Insurance. Just a few weeks later, when Kinsmen Manor was declared as a site of Outbreak, Galon immediately contacted us offering to gift individual activity baskets for each individual isolating in their rooms.



### Local Love Saskatchewan Shopping Guide - Gift Baskets for all 115 individuals Elmwood serves

The administrator of this local Facebook group organized more than 100 donors who created individual and personalized activity baskets for the residents of Kinsmen Manor and participants of SILP in addition to themed group activity baskets for all 11 Community Homes.



# during a Global Pandemic



### Thousands of Valentine Cards distributed to residents and like-minded organizations

We estimate that Elmwood received over 8,000 Valentine Cards and other goodies to share some much needed love to all residents and SILP participants. We had so many that we were fortunate enough to be able to pay-it-forward to other like-minded organizations in the sector who were able to share love with those they serve too!



### Rock 102 Radio Week

During the Kinsmen Manor outbreak Rock 102 Radio personalities Whitney and Gary dedicated the first song of the noon time request hour for an entire week to Manor residents with a few additional shout-outs made throughout the afternoon too!

### And So Much More!

Elmwood would also like to thank the many donors who provided us with PPE equipment, funds for medical equipment, special take-out dinner parties, craft supplies, movies, entertainment and so much more! Elmwood thrived during this challenging year thanks in large part to our stakeholders and we are forever grateful!

We've said it before and we'll say it again - We are humbled by generosity of our community during this pandemic!





# Financial Overview

Elmwood receives funding through a multi-year Agreement for Services with the Ministry of Social Services – Community Living Service Delivery for an array of services including Supported Independent Living, Enhanced Supported Independent Living, Community Homes and the Community Inclusion Program. Additional funding sources include, but are not limited to, the Saskatchewan Housing Corporation, Saskatchewan Health Authority, grants and donations.



# Major Donors

Cumulative Total from April 1, 2020 - March 31, 2021

**\$1,000+**

- Anonymous x 2
- 2020 Cameco Fund for Mental Health Grant administered through the Saskatoon Community Foundation
- Barry Woytowich and Daniel Evans - RBC Dominion Securities
- Cosmopolitan Club of Saskatoon
- Colleen Hancharuk
- Don and Lynda Monahan
- Douglas and Lilian Thorpe
- Hatley Engineering and Applied Technologies Inc.
- Heney and Gwen Klypak
- Jim and Vicki McClements
- Laura Sommervill
- Lloyd, Ray and Karen Johnson
- Michael Helm and Alex Rockingham
- PWM Private Wealth Counsel
- Robert and Susan McKeown
- Saskatoon Downtown Lions Club
- TruNorth Contracting Ltd. Darren Karst - President

**\$5,000+**

- Joe and Carol Monahan
- Miners Construction Co Ltd.
- Saskatchewan Lotteries Trust Fund and the City of Saskatoon

**\$10,000+**

- Claudia Richter and Trent McClements
- Nickel Family

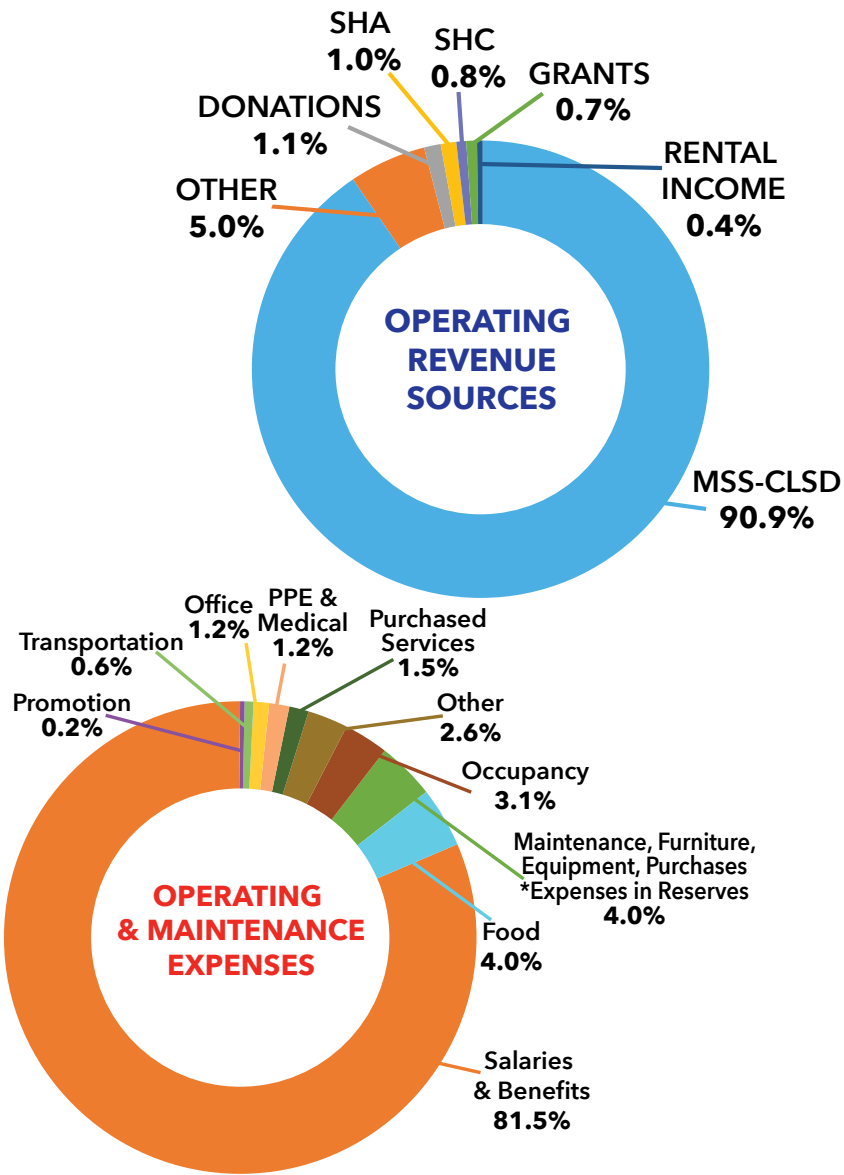
**\$25,000+**

- Anonymous
- Estate of Brian Delday
- Kinsmen Club of Saskatoon
- Maunders McNeil Foundation Inc.
- Mike and Rhonda Stensrud

Total funding from Ministry of Social Services - CLSD - \$9,142,757  
Total funding from Saskatchewan Health Authority - \$110,000  
Total funding from Saskatchewan Housing Corporation - \$137,892

In 2020-2021, Elmwood received funding increases or one-time support for the following:

- An increase to specific funding standards including salary and benefit levels, medical supplies, housekeeping, and food costs.
- Funding to address OH&S concerns related to TLR in Community Homes
- Funding enhancements to expand Community Inclusion programming and leadership
- Capital Funding to initiate specific renovations and address maintenance concerns in a number of Community Homes







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