



12th annual Outcomes Management Report

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United Way
Niagara



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“The key is not to prioritize what’s on your schedule, but to schedule your priorities.” Stephen Covey

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Message from Mainstream's Board President

We emerge from a year that has been challenging to say the least. The pandemic has asked much of all of us, both personally and professionally. But the Board takes great pride in answers that Mainstream has responded with during this time. We are “people serving people.” And there has never been a time when the humanity of that phrase was more important.

Over the course of this year most if not all of the program managers have taken time to attend a board meeting. We have been introduced or reintroduced to the breadth and depth of the organization as a result. The Board has come to understand that Mainstream has had to adjust and realign our services to meet very different constraints. We must thank the people on our staff, both front line and administration, for their resolve in maintaining our level of service to such high standards.

All of this has happened while we have been creating and evolving a strategic alliance with Gateway. An entirely new administrative structure has been created and implemented that serves both organizations. This has created efficiencies in operation and communication that are and will reward us for a long time to come.

Knowledge exchanges and cross organizational training have been a focus of activity in spite of the pandemic. This has been hard. But the rewards have been many. Mainstream has a more robust capacity for providing shelter for people we heretofore could not accommodate. Our closer relationship with Gateway has allowed us to access services that were previously not available to the people we serve.

The Board of Directors could not be more proud of the work Mainstream does. But we are prouder still of the people who choose to work at Mainstream.

Michael Robertson

Michael Robertson

Board President

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Message from Mainstream's Executive Directors (outgoing and incoming)

It is without a doubt a most unusual time, and my last 3 months as executive director (April 1st to June 30th) were like no other. After almost 30 years at Mainstream, leaving in the midst of the COVID-19 pandemic was not something that was considered when planning for my eventual retirement and with John Osczytko taking over the role of executive director.

However looking back now I can say with confidence that things have worked out and the newest chapter in the ongoing history of Mainstream continues to be written in spite of so many changes, and the difficult and trying times we find ourselves in.

While my time as executive director has officially ended I still hold on to many fond memories of my time at Mainstream. I feel extremely fortunate to have worked with so many kind, talented, and generous people and for an organization that holds the values and philosophies that are honoured at Mainstream. Since its inception in 1984, under the leadership of the founding Executive Director Betty Clark, Mainstream has been a place where “people supporting people” is not just a tagline but a commitment to act on and live by. I am fully confident that this culture of caring and supporting will continue to be honoured into the future.

I would also like to thank the board of directors for their support and guidance during my time as executive director, especially as Mainstream entered into the alliance with Gateway. It has been a pleasure working alongside each of you in an effort to ensure that Mainstream is on a solid foundation and well prepared for the future, whatever it might bring.

In ending I wish all Mainstream's employees and program participants the very best in the future. Please continue to take care of yourselves and each other.

Sincerely,

Kevin Berswick

Kevin Berswick





Message from Mainstream's Executive Directors (outgoing and incoming)

As I reflect on the past year, you would think that it was all about the pandemic. Even though the focus was driven by COVID, our staff have demonstrated resilience, teamwork, and a dedication and commitment to supporting people to overcome challenges and in holding hope.

I can't say enough of how proud and inspired I am by the hard work our staff and leadership team have done to deal with constant change and pivot Mainstream to meet our community's needs.

I am humbled to be a part of such an amazing group of individuals and want to truly express my gratitude to the board, leadership team, and staff.

We would like to thank Melanie Rochester, our Program Supervisor from MCCSS, for all her support over the past year. She has been instrumental in coordinating our DS agencies directly with Niagara Region Public Health to ensure that we are all getting and following directives from the ground up in this global pandemic. Melanie is always flexible, responsive, and positive, often giving suggestions to any question we may pose to her. We hope to work along side her for many years to come.

John Osczytko

John Osczytko

Executive Director (starting July 2020)

Our Mission Statement

To improve quality of life for people with a developmental difference by providing a supportive environment that strives to empower individuals with the necessary skills and confidence for lifelong learning and growth.



Meet Mainstream's Board of Directors

Dale Boyd

Dale joined the board in May 2019. He brings many years of marketing and customer-relations experience to the board. He is currently self employed as a professional photographer/videographer serving the Niagara area with over 30 years experience.

Dennis Cheredar

Dennis is a certified management accountant and a certified financial planner. He has worked with several not-for-profit and for-profit businesses over the course of his 23-year career. He has also taught accounting and financial planning at Niagara College and Mohawk College.

Kim Demoel

Kim has been a member of the board since 2008 and, prior to that, she volunteered on Mainstream's Golf Committee for two years. She worked in the banking industry for over 25 years before she retired. Currently Kim spends time pursuing a number of interests including teaching yoga, travelling, volunteering, and spending time with her grandchildren.

Gary Enskat

Gary is a partner with the law firm of Martin Sheppard Fraser LLP. He brings his knowledge and experience in legal matters to the board, as well as previous board experience with a number of not-for-profit organizations in Niagara.

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Mainstream's Board of Directors

Jeff Kelly

Jeff has been the treasurer of the board for the past 16 years, and a director since 1996. He is an accountant and the financial controller for Vesuvius Canada Refractories Inc. When not working in Welland or travelling for work, Jeff enjoys life in Fenwick with his family.

Michael Robertson

Michael has been a board member since 2007, and was vice president for seven years. Michael became president of the board in 2020. Michael recently retired from his work as an instructor at Brock University in the Faculty of Business, with a concentration in corporate entrepreneurship and new venture creation and financing.

Janet Rylett

Janet has been a board member since November 2005. She has worked in the field of developmental disabilities since 1977 and currently holds a position as a special needs facilitator with the Niagara Catholic District School Board. Janet served as board secretary for the past six years.

Rob Stinson

Rob has been a board member since 2008. He has a background in construction retail as well as a business owner. Rob was president of the board for the past seven years, stepping down in September of 2020.

What Is an Outcomes Management Report?



It's hard to believe that we have been producing our annual Outcomes Management Report for twelve years now. Our first Outcomes Management Report, written in 2009, started out much like a report card. We used surveys, numbers, and charts to provide updates on our initiatives, identify what we were doing well, and highlight what we wanted to improve.

As the years went by, our emphasis has shifted from graphs and numbers to stories. We still report on what is happening across the organization but we believe that stories capture the true impact of what we do. Stories tell us how people's lives have changed and are an effective way for us to share the things that we do, which we believe make a difference.



So, in 2021, what is an Outcomes Management Report? It is no longer just a report card. It is also a yearbook and a time capsule—full of photos, and stories, and important moments—so that we remember and celebrate where we came from.



If you have any questions or comments about this report, please contact Deb Kalina-Stranges

- [call her](#) at 905-934-3924 x 233
- [email her](#) at dkalina-stranges@mainstreamservices.com
- [or talk to her](#) at Mainstream (263 Pelham Road, St. Catharines)

We do not see things as they are. We see things as we are.

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Strategic Plan 2018–2021



Strategic Plan 2018–2021

Our strategic plan began in 2018 and ends in 2021. Here are some updates of what was accomplished in the final year of the plan.

1. Explore and act on new ways to engage with community partners.

- **Form new beneficial cross-sectoral relationships and partnerships.**

- We received \$10,000 in funding from the Niagara Community Foundation. The funding was used to build a new, enclosed, reception booth at the entrance of our main building. Our volunteers are now stationed in the entrance, ready to greet people as they enter. We were also able to upgrade the washrooms in our main building to touchless, making them more accessible, as well as reducing touch points (an important goal during the pandemic).
 - Gateway and Mainstream collaborated to present mindfulness training and building inner strength training, both for employees and for people supported. The Ministry of Children, Community and Social Services (MCCSS) provided \$5,000 to help cover the cost.
 - Gateway hired a Mainstream employee to provide outreach to individuals with a dual diagnosis who are chronically homeless.
- **Explore the possibility of a strategic alliance, shared back office space, formation of a Community Hub, and other creative ways to partner.**
- Please refer to the next section of this report for more details about our strategic alliance with Gateway.



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Strategic Plan 2018–2021

2. Explore and expand into new ways of doing business.

During 2020–2021, we certainly explored new ways of doing business, but many of those changes were in response to the pandemic, rather than our strategic directions. That being said, we may have been forced to rethink how we provide services, but we discovered along the way that some of those changes made a whole lot of sense.

“In the rush to get back to normal, use this time to decide which parts of normal are worth rushing back to.” Dave Hollis

- In SIL and in SL, we created location silos and team silos in the early days of the pandemic. This was done to ensure that, should an employee or a person supported contract COVID-19, it wouldn't affect the entire organization. It would, we hoped, be limited to one location and (at most) only half of the employees at that location. We are happy to report that, to date, [we have not had one employee test positive for COVID-19](#). One person supported did but it happened when they were out of the county.
- Employees were encouraged and supported to work from home whenever possible. We purchased webcams, earbuds, and microphones for those who needed them, and registered for three Zoom accounts. Team meetings and daily conversations were held virtually and employees quickly became proficient at using Microsoft Teams. Working from home was not a common practice before the pandemic but, for some roles, it turned out to make a lot of sense and will likely continue, at least part time.
- Communication became a challenge with so many employees working in isolation. Directives and expectations from MCCSS and Public Health evolved on a daily basis and we found ourselves in a constant state of change. Mainstream's leadership team began sending out regular memos to ensure that all employees received the same message at the same time. The directives themselves were often shared so that employees could see for themselves that the increasing restrictions were mandated and out of our hands. We also started a COVID communication log on AIMS, our web-based database system. Questions, and the answers to those questions, were accessible to all employees.



Strategic Plan 2018–2021

3. Tap into technology as a tool for moving Mainstream forward .

- In March 2020, we had to close the Resource Centre and Options Niagara programs. We knew that the people in those programs were at home and often isolated so we looked for ways to connect with them and help them connect with others. A weekly schedule of online activities was developed and has been running non-stop since May 2020.
- Mainstream has organized annual employee training days since 2010 and we weren't going to let a pandemic ruin a good tradition. In the fall of 2020, the program managers organized and ran four weeks of virtual training sessions for employees. Please see pages 84–85 for more details.
- The list of eligible items that could be purchased with Passport funding was expanded to include computers, tablets, and cell phones for the first time. The requests poured in to the manager of our Passport program and she worked tirelessly to ensure that people had what they needed to connect with others while they were isolated at home. Video calls, virtual get-togethers, and our weekly Zoom schedule are just some examples of how people were able to connect with others in ways that simply hadn't been available before. Having access to this technology also meant that people could have virtual medical appointments, counselling sessions, and case conferences without having to leave their home.

Strategic Plan 2018–2021

4. Heighten awareness of Mainstream's progressive supports.

- In 2019-2020, we announced that we applied for and were awarded a \$10,000 community grant from Bertie & Clinton Mutual Insurance Co. (BCM). We were not able to hold an in-person Pathways to Success (PTS) event in 2020 but we did use part of that grant to design a new logo and create a new website. BCM graciously extended the time we had to use the remaining funds and, as a result, we were able to hold a virtual Pathways to Success event in March 2021. Please see the PTS section in this report (pages 76–77) for more details.
- Our weekly Zoom schedule started off as something we offered in house to people we support after we had to close the Resource Centre and Options Niagara programs. As the weeks went by, word got out across Niagara and we began to receive requests from other organizations asking if people they supported could also attend. In response we expanded the weekly schedule to include sessions that were open to anyone.
- The Canadian Mortgage and Housing Corporation (CMHC) recently approved \$60,000 in Seed Funding to investigate the viability of building 12 affordable housing units at 263 Pelham Road. Mainstream met with the City of St. Catharines and the Region of Niagara to discuss the proposed supported affordable-housing build. Both the city and the region support the plan. MZE Architects were hired to work on the drawings. Mainstream was encouraged by CMHC to reapply for additional funding in the next funding cycle.



“Tomorrow is always fresh, with no mistakes in it.”

Anne Shirley

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Mainstream and Gateway Strategic Alliance



Mainstream Gateway Strategic Alliance

In June 2018, Mainstream and Gateway Residential and Community Support Services of Niagara (Gateway) undertook a two-year project to explore the possibility of forming a strategic alliance. This project was made possible with an Employment and Modernization grant from MCCSS. During the first year of this process, we developed a shared vision and objectives, completed an alignment report, and created future scenarios for how to share resources. In 2019–2020, we implemented many of the plans developed in the first year. In June 2020, Kevin Berswick retired and John Osczytko became the joint executive director of both Mainstream and Gateway.

Key Accomplishments

- Mainstream and Gateway have a signed shared service agreement.
- Both organizations now share one executive director, one HR director, one finance director, and one finance support employee, resulting in increased administrative and financial support for both organizations.
- Gateway and Mainstream share a joint contract for IT support services.
- Higher level of collaboration between administrative and direct support professionals.
- Strong and frequent connections between employees and increased knowledge base.
- Positive feedback from community partners and funders. For example, Frances Hallworth, executive director of the United Way of Niagara, spoke about the strategic alliance in an interview on Cogeco and stated it was a very positive move.

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Mainstream Gateway Strategic Alliance

Key Accomplishments—continued

- An evaluation of the strategic alliance showed that the majority of those involved had a positive experience and that desired outcomes were being achieved.
- The alliance resulted in more people being supported, including initiating street outreach for people who have a dual diagnosis. People supported have been able to access rent subsidies. The alliance has resulted in a focus on supporting people who have traditionally been hard to serve.
- There has been no negative impact on service delivery. By this we mean that people we support have not seen changes in the services they receive (community participation or housing) as a result of the strategic alliance.
- Gateway changed its administrative structure to be similar to Mainstream's and now has program managers and team leads. It has also begun implementing policies, protocols, and procedures to provide more consistency and to improve accountability.
- The admin employees have identified the need to work out of one centralized location. Mainstream and Gateway are currently looking at how they can bring the admin employees from both locations together, possibly at 263 Pelham Road.

Next steps

- The joint board committee will meet in September 2021 to look at next steps and discuss options and opportunities to enhance and support current operations and future growth.



“It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change.”

Charles Darwin.

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- Mainstream's Programs—Community Participation Supports
 - Options Niagara—Transitional
 - Options Niagara—Enhanced



Options Niagara—Enhanced and Transitional

A lot happened over the past year in Options Niagara and the Resource Centre.

Over the last few years the Resource Centre had been working on a plan that would ultimately change how services were provided. The plan was to eventually have the Resource Centre be 100% community based. This would mean that everyone who was part of the Resource Centre would have places they went to, whether it be a job, recreation, or something else, in their community. It would mean that they would no longer come to a building where they spent time only with other people who had disabilities but they would be in the community enjoying many relationships, just like everyone else. It would also mean that people would not always have paid support around them and that they would have natural support through friends, family, and other community members. We approached this plan slowly but, over the past few years, more and more people from the Resource Centre were spending more and more time in their community.

Then the pandemic hit.

In March 2020, the Resource Centre and Options Niagara were both closed, and employees were re-deployed to support Mainstream's residential programs, which had to remain open during the pandemic. We continued to provide support virtually through a weekly Zoom schedule, which provided people with an opportunity to see each other and participate in a variety of activities from Zumba and Tai Chi, to discussing the latest COVID-19 news and exploring other countries. And, to be honest, we also did it because we missed seeing everyone and needed the connection too.

“What disability means matters. What it doesn't mean matters more.”
Dave Hingsburger

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Options Niagara—Enhanced and Transitional

During this time, we also had a number of discussions about the Resource Centre, both internally and with the ministry. We eventually decided not to reopen the Resource Centre. Even though this was ahead of our original schedule, it was still part of our plan to be 100% community based. It didn't make sense to reopen only to work towards closing again.

Since the people in the Resource Centre were now going to be supported 100% in their community, and Options Niagara already provided community-based support, we decided to stop using the name Resource Centre and simply have one community participation program: Options Niagara.

Options Niagara was expanded to have two streams of support: Options Niagara —Transitional and Options Niagara —Enhanced (formerly the Resource Centre). Employees from the Resource Centre and Options Niagara came together to make one team.

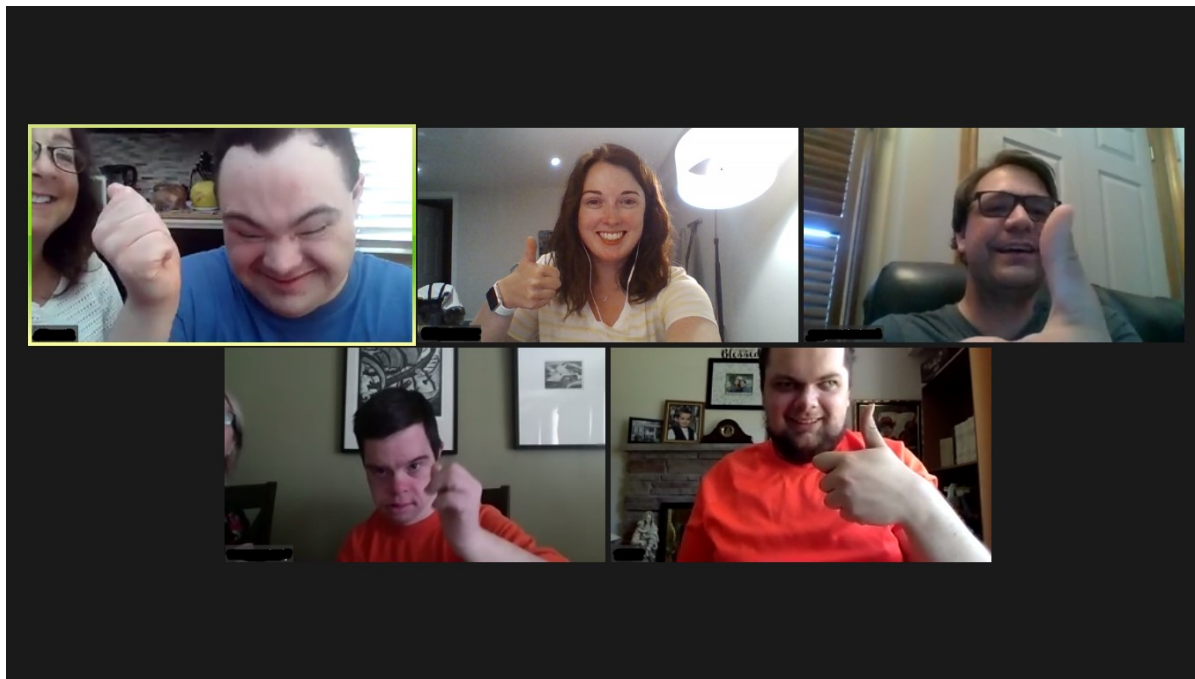
This decision has been difficult for many families and people supported. It was not an easy decision but we feel that it was the right one and we are hopeful that in time it will work and satisfy everyone.

The overall vision for the program was to help each person do what they wanted, with natural supports as needed. Each person would continue to be seen and treated as an individual with plans based on what they really wanted and needed. Although the vision was the same for both the Transitional and the Enhanced programs, we felt it may be different in terms of how goals were approached and achieved. In the beginning, the people in the Enhanced program may need more planning than the people in the Transitional program.

Options Niagara—Enhanced and Transitional

Options Niagara has been closed for the majority of the pandemic. During the short time that Options was re-opened, in late 2020 and early 2021, facilitators worked from home and spent as little time as possible at the office.

As support was offered mostly online, facilitators had to learn and then teach to others a number of new skills. Virtual support and Zoom meetings became a regular part of every day. Scheduled group Zoom sessions were set up and became popular quite quickly, even with people who did not usually join in with groups in the past. Everyone enjoyed seeing people they missed as well as meeting new people. Thanks to the great response, the Zoom sessions were increased and now include things like yoga, tai chi, karaoke, music trivia, movie nights, and Zumba. There is no fee for the Zoom sessions and they are open to everyone. We expect that, even once the pandemic is over, Options Niagara will continue to provide virtual options as a way to connect with others across the Niagara Region who have similar interests.



Options Niagara—Enhanced and Transitional

Currently, there are 192 people in Options Niagara

- There are 35 people in Enhanced
- There are 157 people in Transitional

Options Niagara—Enhanced

- There were 4 referrals in 2020-2021
- Three people closed

Options Niagara—Transitional

- There were 15 referrals in 2020-2021
- A total of 37 people closed

NOTE: of the 37 people who closed, most chose to close because they had been on hold for three years.

What is the difference between Options Niagara—Enhanced and Options Niagara—Transitional?

The simple answer is: not much. We provide the same person-centred community-based support to everyone but there are some differences.

Options Niagara—Transitional

- Short-term program. People can be in the program for a total of 7 years (84 months) between the ages of 18–35.
- People can be placed on hold if they aren't working on any goals and want to save their time.
- There is no waitlist and no maximum number of people allowed in the program.

Options Niagara—Enhanced

- There is no time limit on this program. Once you are in the program, you can receive support as long as you want.
- There are only 35 funded spots. A priority list is maintained by Developmental Services Ontario (DSO). If someone leaves the program, we declare a vacancy and receive a referral.



Brando's story—Sibling Support

Brando is a young man who, like many people, struggled during the COVID-19 restrictions. His connection with his friends was severely diminished and the loss of his two part-time jobs hit him hard. He said he felt really sad and lonely.

During the COVID-19 pandemic Brando's sister Chantel moved back home. This was a blessing. Chantel realized her brother was struggling with the loss of his friends and the loss of the connection to his community. She jumped in and took over the much-needed support he was craving. She took the time to make sure he was included in a lot of social get togethers (virtually) with her friends and with his extended family members. She ensured he left the house frequently, whether it was riding his scooter, walking the dog, or going for a car ride, and she encouraged him to reach out virtually to some of his peers.

After spending all this time together and getting to know each other again Brando and his sister's relationship has grown closer and much stronger. This was something that Brando always wanted but, until now, distance had been a barrier.

Brando told me that he has the best sister in the world.

Submitted by Lorraine Smith (DSP—Options Niagara)

When this is over, may we never take things
for granted again.

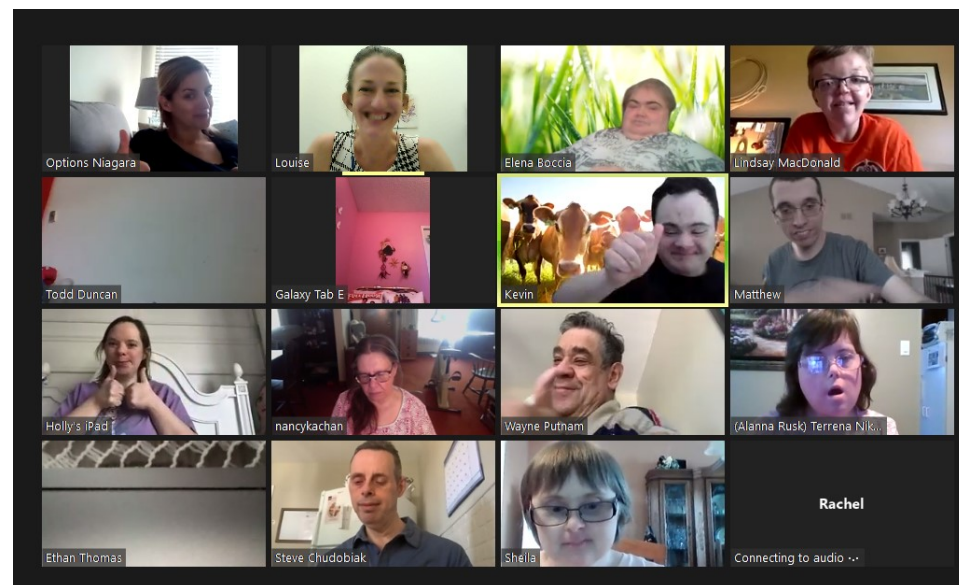
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Being Together When We Can't Be Together

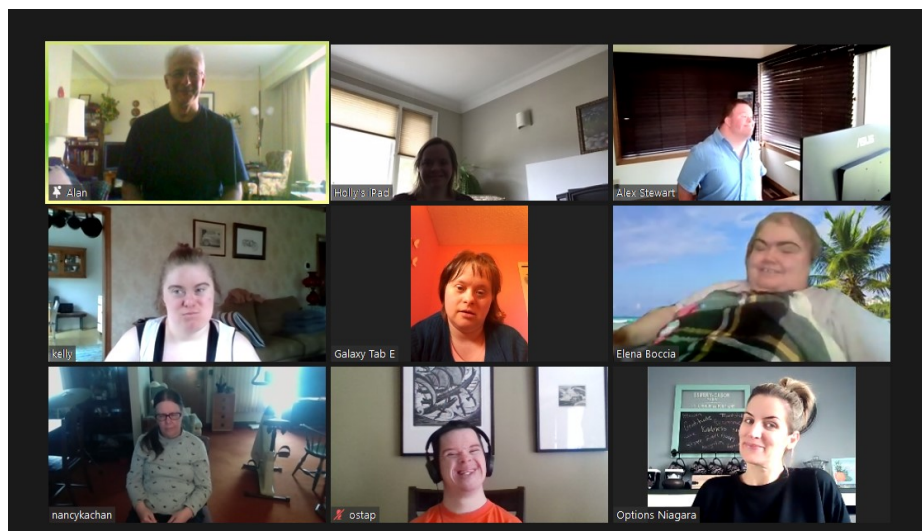
The Pandemic forced us to close the doors to the Resource Centre. In the spring of 2020, we reached out to people and their families to see how everyone was doing. The common theme we immediately recognized was that people were isolated, lonely, and missing one another. We quickly began attempts to connect people virtually using the Zoom platform. This snowballed into a full-blown weekly schedule of social/leisure Zoom groups including karaoke, Just Dance, group chats, Pandemic safety, Travel the World,

Music Trivia, and more. We always ensured that the Zooms were accessible to people. There was no registration, no fee, and everyone was welcome (even people from other organizations). People and their families have reported that these are not only fun but have had a tremendous positive impact on people's mental health and wellbeing during a very difficult time. We also involved our long term volunteer Alan Cimprich who shared his love of Tai Chi for health and wellness. We enlisted a local Zumba



instructor, Jen Richard, who allowed people to join her online Zumba classes free of charge. This has now evolved into some in-person classes with people, building and maintaining connections with other community members. This shared experience has brought people closer together and able to experience connection, and for that we are thankful.

Submitted by Louise Fairbairn (team supervisor—Options Niagara)



Holly's Entrepreneurial Spirit



We have shared Holly's story in previous Outcomes Management Reports. Holly had a job and was also an entrepreneur but, due to the pandemic, Holly was not able to work at her regular job. So, she focused on her home business. She has taken some on line courses, which taught her how to do facials and body sugaring. She was able to increase the number of bath bombs and body scrubs she made and learned how to make soaps and shower melts. She had to come up with alternative ways to distribute the products. She started selling her products on Marketplace (through Facebook) and online. She would then do porch drop offs and pickups. The community was very supportive and Holly did well. She has learned how to do e-transfers, which help keep her and her customers safe. Holly is looking forward to moving forward with her business.

Submitted by Christine Bowers (DSP—Options Niagara)

Cody's Story

When the pandemic restrictions started, Cody was not able to attend any programs or volunteer.

He soon found that he was struggling with not being able to be with friends.

Cody came up with the idea of hosting a virtual game night. He organized it, set everything up, sent out the invitations, and hosted the events. For the first event, Cody started off with four friends. After four game nights, he had eight people attending from all over Ontario. This has given him the opportunity to meet new people from the comfort of his gaming chair.

This is a big step for Cody as he struggles with meeting new people.

Submitted by Christine Bowers (DSP—Options Niagara)

Instead of social distancing,
let's call it virtual connecting.



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Mainstream's Programs—Residential Choices

- Supportive Independent Living (SIL)
 - Supported Living (SL)



Residential Choices—Supportive Independent Living (SIL)

When the COVID-19 pandemic began, the Supportive Independent Living (SIL) team had to completely rethink how they provided support, and they had to do it quickly. Ontario was shutting down, people were being told to stay home, and yet people in SIL still needed support.

The goal: provide support but do it in a way that reduced the risk for people supported, employees, and the community.

What did SIL do?

- They created team silos. In other words, the SIL team was split into two teams. The employees on each team worked together and were scheduled on the same days, but neither silo had any contact with the other, other than virtually.
- The SIL office was disinfected within an inch of its life several times a day.
- Members of the SIL team no longer used their vehicles to drive people unless it was absolutely necessary. All touch points in the vehicle were disinfected before and after every trip.
- SIL employees provided virtual and telephone support as much as possible. When it wasn't possible, they met people outside.
- Team meetings were held virtually and the entire SIL team attended, partly because they missed seeing each other, but also to make sure that everyone received the same information at the same time. There was a lot going on.

How did it go?

It wasn't easy and it was certainly stressful, but there were a lot of positives.

Residential Choices—Supportive Independent Living (SIL)

When they began offering more support to people virtually, or over the phone, the SIL team was able to connect with some people that they had been struggling to meet with in person. For example, one person in SIL started working on their G1 consistently over Zoom, even though they had been missing many of their in-person meetings. People in SIL became more independent and began going places on their own when SIL was no longer able to drive them. They started using public transportation or taking taxis to appointments and meeting a support staff there.

Others became more comfortable using technology and started ordering groceries and shopping online. When needed, SIL employees would call the person, go over their list, and help them place the order. One person insisted on continuing to shop in person. For a time, SIL employees were not able to go with them, so the person became much more confident in doing this on their own.

Medical appointments were offered virtually or over the phone, so SIL employees assisted by being with the person if needed and using speaker phone to help them hear and understand what was happening. Many other appointments were done using video conferencing, which was also new to people but turned out to be quite a success. Many people were able to realize all the things they could do on their own when there was less access to face-to-face support.



Residential Choices—Supportive Independent Living (SIL)

How many people are supported in SIL?

- there are 46 people in the program

Last year 1 person came into SIL.

One person left and 1 person passed away.

How old are the people in SIL?

- People range in age from 20 to 84.

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Jordan's Story

Like most people, Jordan has not been able to see his family very much during the pandemic. Before the pandemic, Jordan wasn't a fan of technology. He often found it frustrating. But the pandemic really affected how we all communicate and, even though he couldn't see his family in person, he learned that he could still “see” them, virtually.

Jordan started using FaceTime on his iPad to communicate with his mom and his aunt. This was a big step for Jordan but it went well and helped him stay in touch even when he couldn't visit with his family. Talking with his mom and his aunt on FaceTime is now a regular part of his routine and something he will probably continue after the pandemic is over.

Submitted by Bryan MacNeil (DSP—SIL)



Andrew's Story—Keeping the Tunes Going

Andrew Martin is known around Mainstream for all sorts of reasons—two of which are his larger-than-life personality and his piano-playing skills.

Andrew used to volunteer at Extendicare, playing music for the residents there. Like so many others, Andrew learned that he was no longer able to volunteer once the pandemic hit. Andrew found this loss of music and of social contact particularly difficult.

Using his Passport funding, Andrew purchased a record player, CD, and radio combo. Soon after, he purchased a keyboard/piano for himself. Both of these helped Andrew through the darkest days of the pandemic. He was able to play his music that he loves so much but was no longer able to share with others. He also could easily turn on the radio or slip his favourite CD (one of which is Ben Miller, big band) into his radio combo.



Submitted by Elizabeth Wedderspoon (DSP—SIL)

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Liz's Story—Technology = Independence and Safety

Liz has been living on her own for most of the pandemic. SIL employees were only able to visit in order to help with her medication and check in on her. Because Liz was alone so much, we wanted to make sure that she felt safe and could get in touch with staff when needed. Liz has had a few falls and we were worried that she might fall and be unable to get to the phone to call for help. Our wonderful team came up with the idea to get Liz a Google Home. With Google Home, she could make a phone call simply by yelling, “Hey Google, call Deb, Michelle,” etc. After a few days of showing Liz how to use the Google Home, we felt better knowing she could call for help when needed.

Liz had a bad habit of sitting in the dark. When you ask her why she was sitting in the dark she replies, “I never got up to turn the lights on.” I came across a really cool thing to plug her lamps into, which allows her to control the lights with a remote. Liz has no trouble turning the lights on and off and no longer sits in the dark. These are the little things that make life a bit better.

During the pandemic, Liz keeps herself busy with crafts and knitting. Every week, when we visited to help with her medication, she would have her finished crafts proudly presented on the table to show us. The smile on her face was so nice to see, especially during this difficult time. Liz plans to continue her crafts and give them out for Christmas.

Submitted by Michelle Feron (DSP—SIL)

Reg and Eileen—Out on the Town

The pandemic, along with all of the shutdowns, has been very hard on Reg. He loves to do his groceries and shopping is always a focal point of his week.



At the beginning of the first shutdown, we started doing online shopping (with home delivery) to help keep everyone in SIL safe. When restrictions lowered, people who wanted to went back to shopping in stores. Every time we had to go back to online shopping, we could hear the sadness in Reg's voice when we told him.

This is Reg and Eileen now. They are so happy to be back doing their own shopping. In the warmer weather, Reg takes his scooter, with Eileen riding shotgun, and they manage to load all their groceries on the scooter to get back home. Sometimes, they stop for a coffee and sit outside on their way home. They wear masks, understand the importance of distancing themselves, and will even use hand sanitizer if the mood strikes. Awesome!

Submitted by Elizabeth Wedderspoon (DSP—SIL)

Outcomes Management Report

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Foxtrot Field—A Much-Needed Retreat

The year 2020 had many of us stuck inside, staring at the same four walls. Luckily for a few people in SIL a private visit to Foxtrot Field, a hobby farm in Niagara On The Lake, was just the escape needed from the pandemic and a chance to re-connect with the outdoors.

Kellye, Dave, Samantha, and Brent all went to Foxtrot Field and were able to see and get close to horses, goats, chickens, alpacas, cows, donkeys, and ponies. The lovely owner of the farm opened her property for free and walked with each person to show them around. Brent, in particular, took quite an interest in the farm and visited three times. By the third visit, Brent really knew his way around the farm, and I would often spot him at the farthest paddock visiting with a horse that he really seemed to connect with.

We hope more visits will be scheduled in the future!

Submitted by Jenny Steingart (coordinator—Passport)





Tammy's Story—What a Difference Passport Funding Makes

I cannot begin to tell you how Passport funding has transformed Tammy's life, especially in the pandemic.

When Tammy first received Passport funding, it opened up a world of safe, reliable transportation for her, which is very important. Tammy is very independent and able to make decisions, appointments etc. for herself. Her challenge in the past was that she always had to rely on others to get to where she wanted to go. This reliance has put her in a vulnerable position many times.

Being able to use Passport funding for transportation changed all of that and she could now decide what she wanted to do AND get there without needing to ask others for help. This increased independence prepared Tammy well for the pandemic because she had already decreased her dependence on others and was able to get where she needed to go.

Submitted by Elizabeth Wedderspoon (DSP—SIL)

Outcomes Management Report

2020 – 2021



Mainstream would like to thank Jenn. Jenn has gone above and beyond during the pandemic to keep our main building sanitized and safe. She even increased her hours to help us stay on top of all the safety requirements.

Jenn came in day after day, never took a sick day, and got the job done.
Thank you Jenn!



Residential Choices—Supported Living (SL)

As we mentioned in the previous section, the Community Participation programs were closed when the pandemic started.

Supported Living on the other hand had the opposite challenge: no matter what, they had to continue to provide 24-hour support.

The directives imposed on people in Supported Living (or congregate care) were much stricter than the province-wide restrictions imposed on other Ontarians, and those restrictions were slower to lift when the rest of the province opened up again. Beginning in March 2020, people living in congregate care were no longer allowed to leave their homes unless it was medically necessary. For people in SL, and the employees who supported them, their days suddenly became very boring and very stressful. Even though people were used to living together, it didn't mean that they were used to being together all of the time. On top of that, family visits were not allowed for months on end, adding to everyone's anxiety and stress.

From adversity, comes opportunity. When you are forced to rethink how you approach even the simplest task, you have no choice but to find solutions.

Adversity does not build character. It reveals it.

Curbside Pickup, anyone?

SL completely transformed their grocery shopping system in an effort to reduce the risk of exposure to employees and to people supported. A local business called Niagara Fresh provided fresh produce on a weekly basis, reducing trips to grocery stores. Rather than every house purchasing their own groceries, SL began doing large bulk shops at Costco and using the online instacart system. As restrictions slowly lifted, they shifted to online ordering and curbside pickup. Bulk orders were shared between the houses so that everyone had what they needed.

Residential Choices—Supported Living (SL)

Since everything was limited to take out and curbside pickup, people in SL were encouraged to try new restaurants, cafés, and bakeries, and to support local Niagara businesses. With different classes and activities being offered virtually, people were also able to try something new from the comfort of their home.

Suddenly Everyone is Zoom-ing

We upgraded the computers and technology in the SL homes to allow for better access to Zoom and Microsoft Teams and we continued to look for ways to improve the technology and access. Employees learned how to take advantage of technology in ways they never had to before and, as a result, they were able to support people in SL to do the same.

Passport funding could now be used to cover the costs for technology, so most people in SL upgraded their TV to large, smart TVs. For some people, it made sense to purchase an iPad pro 12.9, which has the largest screen and is much more user friendly. Many also purchased high quality, often Bluetooth, headphones.

Building New Relationships

Employees from the Community Participation program were redeployed to SL. Many of them had never worked in Supported Living before. The change was a stressful one, but it was also an opportunity for employees from both programs to work together and learn from each other. We are one organization but different programs often work in isolation. The pandemic provide a unique opportunity for some of those lines to blur and for new relationships to develop.



Residential Choices—Supported Living

How many **men** and **women** are in the Supported Living program?

- There were **8 men** in SL
- There were **7 women** in SL

How old are the people in SL?

- **3** people are between 18–34
- **7** are between 35–64
- **5** are between 65–79

Last year **1** person in SL passed away. **One person** moved in.

What does SL look like today?

Fawell Avenue

- 2 people live in their own apartments.
- 2 people live in a shared apartment.
- All 4 people stay home independently for periods of time.

Rykert Street

- 5 people live together in one home.
- 2 people are able to stay home without staff support.

Geneva Street

- 4 people live together in one home.
- 3 people stay home without staff support for periods of time.

Shoreline Drive

- 2 people live together in one home.
- Both people stay home independently for extended periods of time.
- A Niagara College student also lives in the home. He is a housemate and shares in the household responsibilities.

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Arlene Embraces Technology

While the pandemic felt isolating at first, it wasn't long before Arlene was able to use technology to connect with familiar and new faces alike. Arlene learned how to use Zoom on her iPad and has been participating in music trivia weekly. She enthusiastically identifies many of the songs being played and has a particular love for anything from the 40s and 50s.

Arlene also participates in virtual chair yoga twice a week with other seniors. She has even encouraged her housemate Val to join. Arlene enjoys logging on a little earlier to chat with others in the class. She continues to explore new ways to connect with people using her iPad, including sending emails to family and friends and sharing her love of jazz music with her housemates.

Submitted by Carly Dixon (DSP—SL)



Jim's Pandemic Resilience



Jim has taken great ownership over his house during the pandemic. He is the first one to notice when the kitchen or his bedroom needs to be swept, or if there are leaves out back that need to be raked. Jim is proud of his space and does not miss an opportunity to showcase his work.

The holidays were a difficult time for everyone during the pandemic. Jim had a socially distanced visit from his family at Christmas and was able to show off his harmonica skills by playing a tune for everyone—he smiled ear to ear as his family applauded!

Jim is very social but struggles with making connections via phone or Zoom; instead Jim was able to keep in touch with friends such as Dave and Kelly with socially distanced driveway visits. Jim would be able to wave hello, or have a short chat and often did this many times a week. Jim was able to connect with people he missed at the main office by seizing every opportunity he could to call someone over to the van for a chat. He often made a plan with them to go for coffee once it was safe to do so. Jim has shown great resilience and adaptability to change during the pandemic.

Submitted by Carly Dixon (DSP—SL)



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Crafty Val

During the pandemic, everyone had to find new things to do to replace activities that they could no longer participate in.

Valerie explored some new crafts such as making bracelets, which she loves to wear. Val also spent her time scrapbooking and listening to music using her brand new record/CD player combo. Valerie learned to use some new technology such as a Google Home; she uses it to play one of her favourite artists—Dolly Parton.

She also got a watch that helps track her mood and her steps; she takes great pride in wearing it daily. Val was encouraged to be more active throughout the pandemic, which included joining Arlene in chair yoga twice a week. Val spent some more time outside by walking at Jaycee Park, and along the canal. Val could often be found sitting on the back deck at Geneva with Arlene, or out front on her own enjoying the sunshine.

Submitted by Carly Dixon (DSP—SL)

The Gentlemen from Fawell

The gentlemen living at Fawell continue to impress everyone with their ability to just go with the flow in times of real change. The pandemic has been a hard time for a lot of people, but at Fawell, Len Steve, Wayne, and Nate have all found their own ways to keep living life to the fullest despite what is happening in the world around them.

One of the biggest and most exciting changes was the new “Man Cave” in the Fawell garage. This is something that has been talked about a lot. All of the men were able to chip in some Passport money to add their own little piece to their new outdoor space for activities. Steve loves the basketball net and he moved in his television. Wayne is a master at air hockey. Len has set up his own outdoor colouring desk. He also has a golf net so he can practice his swing; however, it is not unusual to spot him collecting some of his mulligans from the neighbour’s yard.

Spending more time outside has really inspired some healthy living choices amongst the men, especially Steve. Steve started doing 20–30 mins walks every day and looks forward to choosing different spots in the community to explore. Steve also started a gluten-free diet to help with different health issues and takes pride in his weekly produce runs to Niagara Fresh. Steve is so proud of his 30-pound weight loss, active living, and how good he feels!



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The Gentlemen from Fawell



Lenny and Steve are roommates at Fawell. Steve and Len started out doing a lot together; however, over the past year, we learned that Lenny and Steve also want the space to learn and grown on their own. Steve got a Google Home and Lenny got an iPad. They now have the space and the means to listen to their own music. It's not unusual to see Lenny and Steve on walks together showing off their independence by walking almost a football field apart. At the end of the day they look forward to relaxing to sports and a snack together in their shared living room. The two of them have become a great team at home; Steve takes pride in keeping his kitchen organized, whereas Lenny can be found rearranging the living room and turning it upside down to get his sweeping done.

Despite the pandemic being an isolating time for many, Wayne has become more social than ever. Wayne has gotten a cell phone this past year, which taught us so much about

Wayne's skills and relationships with others. Wayne does not read yet he has impressed everyone with his ability to recognize the contacts on his phone and his ability to make phone calls to friends and family. Wayne looks forward to showing everyone he sees his new cell phone and he has become so much more outspoken because of it. Wayne has become more confident in telling us what he wants and needs. He made it apparent that he would like to do more and that he was not getting out as much as he wanted in the pandemic. Wayne now prepares salads for people in SIL once a week to deliver to 16 different people! Wayne also learned how to use his phone camera and loves to go out and take photographs in the community.

The Gentlemen from Fawell

Nate has worked hard at his interpersonal skills and learning different ways to deal with frustration. As a result, Nate has been building relationships with his neighbours and his housemates. In the nice weather, Nate will spend much of his time waving at neighbours. Nathan has also found other healthy outlets for his energy and has gotten back into running. In the past, Nathan used to run a lot but, since when he moved to Fawell, he no longer had access to the space where he used to run. One day, while out for a drive in Niagara Falls, Nathan spotted a running track. Nate asked if we could check it out and, since then, he has been running again. Nathan looks forward to this exercise and always asks to make a smoothie for the drive.

Submitted by Kristie Holmes (team supervisor—SL)



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John's Story—Celebrating his Mother

John celebrated his mom's birthday on Zoom, joined by all of his siblings. Each sibling and their mom had a cupcake so that they could all help her "blow out the candles and eat cake together."

John was so happy to see his mom and siblings. Although it wasn't the same as getting together in person, it was the happiest the Rykert team has seen him during the pandemic.

Submitted by April Falardeau (team supervisor—SL)





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Remembering...



Brenda Eichner (1960–2020) “A real lady”

Brenda knew what she wanted and knew what she didn't. Routine was a must and don't even think about breaking it; you could try but you wouldn't get very far! Early to bed and early to rise was essential for Brenda.

She considered herself a “real lady,” and that she was, taking pride in her appearance. Wearing her style of make-up, keeping her nails coloured with nail polish and permanent markers was a must. Brenda's cherished necklace of her mom's that she only wore when she was going somewhere special. It was important to her to emulate whom she saw her mom as.

Part of Brenda's routine included:

- picking up the weekly People magazine at Shopper's, most times waiting for the delivery. She had quite a collection.
- weekly groceries at No Frills, getting there before the doors opened. Sometimes an hour before, even in the cold of winter or heat of the summer.
- purchasing her scratch tickets at Avondale, hoping to hit it big.
- eating liver and onions, sometimes a frozen dinner, sometimes take-out from Frago's, and every so often she could be convinced to cook her own.
- sitting on the beach in Port Dalhousie watching the guys' volleyball games and helping them by fetching the ball when it went out of play.

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Brenda Eichner (1960–2020) “A real lady”

Some highlights of our time with Brenda;

- making Pluma Moos, a Mennonite dish her mom “used to make.” It had the most amazing aroma, which made everyone come into the downstairs kitchen to see what was cooking.
- her amazing back rubs
- her interest in what was going on in our lives. She was genuinely interested and would never forget things she was told.
- and we can’t forget her love for Ketchup.

The upmost important thing to Brenda was to celebrate her mom. She would visit her mom’s memorial bench at Brock, order fish and chips, purchase flowers, and raise a glass of wine to Mom.

Cheers to Brenda with a glass of wine. We all miss her very much!



Roy “Farmer” Sisson (November 13, 1927 – September 13, 2020)



Farmer was part of the Mainstream family for 28 years. He lived his life to the fullest until the age of 92. He loved spending his days outside, smoking his corncob pipe, soaking in as much sunshine as he could get. He had a passion for horses, being at the farm, trains, tractors, old western movies, listening to his records, staying up late, cutting up magazines, cuddling his puppy dog, and singing in the shower.

Some days he would wake up and let the world know his name had changed to

“Buttercup, Popeye, Farms, Farm Boy, or Train Man.” Most days he was Farmer.

He had the most infectious laugh, which was heard loudest when you called him a crazy old fool! He loved to joke, tease, make people laugh, and call people by the nicknames he made up for them. You could often hear him say “I’m going crazy, wanna come?” and “I don’t swear anymore, I say Sugar Bush.”

He is very missed.



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John Storm (June 14, 1976 – January 5, 2021)



John passed away peacefully at St. Catharines Hospital on January 5, 2021. He will be missed by his parents George Storm (Erna) and Maria Foucault (Brian). Cherished brother to Will, Janice Duerksen, Katie Storm and loving uncle to Evan and Edyn. He is loved by all his friends and family and is survived by many Aunts, Uncles, Cousins and his “Crazy Oma” Erna Duerksen. John was always smiling and loved to spend time with his hobbies, volunteer organizations and participating in local groups. He took part in the Niagara Special Olympics bowling, and spent many years volunteering for the ReStore (Habitat for Humanity) in St. Catharines. He loved hockey and rooting for the Boston Bruins, fishing with his Dad and Brother, and dancing to singers like Shania Twain. John was an active member of Mainstream, an educational based group dedicated to betterment of our community through social interaction, as well as a member of the “Friendship” group

Some of our favourite things about John

- He was an air guitar ace
- He loved to dance—all night long!
- A puzzle wizard
- Our resident weatherman
- A proud and protective boyfriend
- Always joking and laughing
- Loved the Re-Store—hard worker and a fun co-worker
- Singer extraordinaire
- A Wii bowling star
- Loved to tease
- Maple Leafs, Blue Jays, and Bruins—biggest fan!



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Passport Program



Passport Funding

The purpose of Passport funding was always to help people get more involved in their communities and do things that their peers were doing. During the pandemic, this became very difficult. PassportONE made the decision to temporarily allow Passport funding to be spent on things that would help each person stay busy at home and also do what their peers would be doing during the pandemic restrictions. The amount of Passport funding that people received did not change; however, the things that Passport funding could be spent on did. Under the new rules, some of the changes were:

Sensory Items

To support recipients who rely on sensory items to alleviate anxiety/stress and/or support any clinical or behavioural plans e.g. multi-sensory related products and technologies.

Technology

Provide program recipients the means and ability to stay safe, connected, and occupied and engaged at home, including virtual and online learning and skill development activities. Examples include but are not limited to:

- Laptops and tablets;
- Online educational and e-learning activities and resources;
- Videogames and videogame systems;
- Webcams and microphones;
- Media service subscriptions and platforms (e.g. Netflix, Xbox Live, Disney+) Note: this will not include cancellation fees);

Passport Funding

- E-readers (e.g. Kindle or Kobo); and
- Remote monitoring devices and medical alert services and devices (e.g. to support people living in Supportive Independent Living settings or independently).

Items to support home-based recreation and fitness activities that would otherwise be accessed through day programs and other community-based programs:

Supplies to support **home-based hobbies and activities**. Some examples include, but are not limited to:

- Arts and craft supplies;
- Hobby supplies;
- Puzzles and games; and
- Books for leisure/learning.

Supplies to support **home-based physical activity and fitness**. This may include but is not limited to:

- Indoor items and equipment (e.g. skipping rope, yoga mat, resistance bands); and
- Fitness/sport equipment and supplies that may be used on the individual's property (e.g. basketball net, trampoline, Frisbee, badminton set).



Mainstream's Passport Program

So what did that mean for Mainstream's Passport program in 2020–2021? According to the manager of the Passport program:

The thing that most people found really exciting was that they could now purchase electronics! Typically, Mainstream will pay for items and get reimbursed from Passport as most of the people we support are not able to pay for items and then wait for reimbursement. Once those changes to Passport were announced, requests for items came flooding in. We often had to put purchases on hold because Mainstream's credit card would be maxed out! Orders were for game systems and games, computers, TVs, movies as well as other electronic items.

The second most popular area of items purchased was art supplies. General art supplies and craft kits were purchased by many people so I am sure that houses of people we support are all looking much brighter with the craft projects displayed.

Another popular purchase was exercise equipment. Treadmills were very popular as well as bicycles. I hope this means that when we open up again there are quite a few people who have improved their physical condition.

There was not a lot of creativity used this year as most people were just looking up things they wanted and sending us the links to purchase it for them. I know some people would have preferred to be able to use their money to be able to do things and meet up with friends; unfortunately, due to the COVID-19 restrictions this was not possible.

Outcomes Management Report

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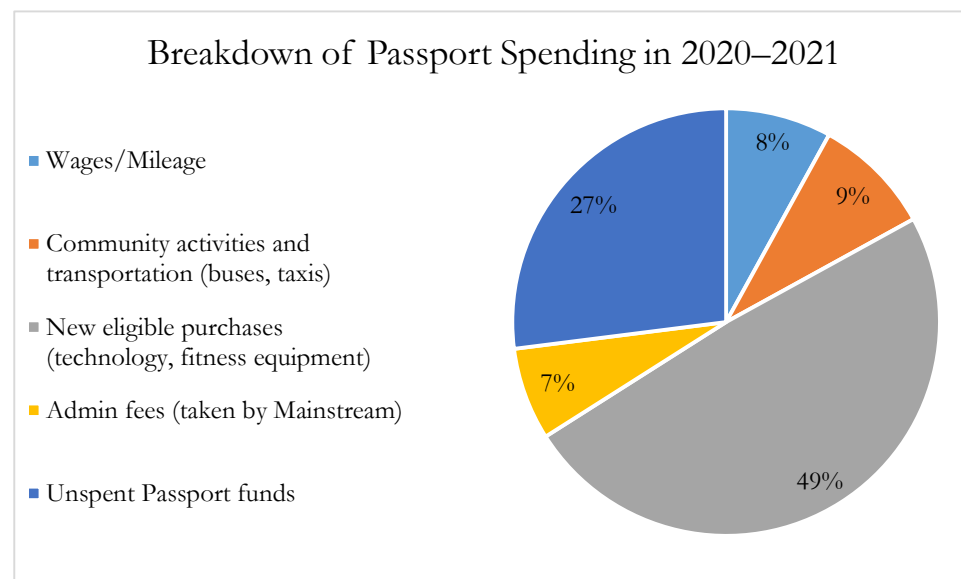
Mainstream's Passport Program

People can choose to manage their own Passport funding or they can ask an agency, like Mainstream, to manage it for them. The way Passport funding works is that costs must be paid up front and then receipts are submitted to PassportONE for reimbursement. The advantage of having Mainstream manage someone's Passport funding is that Mainstream pays all costs up front and can also provide trained Passport workers. When we manage someone's Passport funding, we charge an admin fee for this service. This fee is 10% of the amount of Passport funds that are spent in the fiscal year.

- 174 people had their Passport funds managed by Mainstream in 2020–2021. Those numbers have been growing every year: 13 in 2015–16, 28 in 2016–17, 48 in 2017–18, 113 in 2018–19, and 158 in 2019–20.
- Mainstream received \$69,753 in administrative fees, up from \$53,890 in 2019–20 and \$43,542 in 2018–19. That was 7% of the total Passport budget, below the 10% that we are allowed to collect.

How did people use their Passport funds?

Passport spending was a little different this year because people were not able to spend their money on community-based activities the way they had in previous years. They also didn't make as much use of paid Passport workers. Most of the Passport funding was spent on purchased items. The chart shows the basic breakdown.





Mainstream's Passport Program—Evolving to Better Support People

As the Passport program continued to grow, we realized that we had to rethink the structure of the program. It was becoming too much for one person to manage. In March 2021, a decision was made to hire a coordinator for the Passport program, as well as three part-time direct support professionals (DSPs).

The DSPs are responsible for supporting people with life-skill development, daily living, and recreation-based events and activities to allow for community participation. Their hours fluctuate week to week, depending on the needs of the people on their caseload and how many of those people want or need support at any given time. All support hours provided by DSPs are budgeted into a person's annual Passport allotment.

The coordinator provides supervision and support to the DSPs and is responsible for coordinating the Passport program itself.

We hope that this new structure will ensure that everyone who has chosen to have Mainstream manage their Passport funding will receive the support that they want and need in a way that works for them.

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- Graffiti Removal
- Transitional Aged Youth

Graffiti Removal Program

Mainstream's Graffiti Removal Program has been running every year since 2007. And then, like every other non-essential program, it came to a grinding halt when the pandemic hit. The program did not run in 2020 and will not be running in 2021.

Since we do not have any statistics or stories to share from the 2020–2021 graffiti removal season, we thought we would take this opportunity to look back on the last 11 years of Outcomes Management Report data.

Between 2009 and 2019, the Graffiti Removal Team [cleaned a total of 7,392 sites](#).

- 2494 Cogeco Cable boxes
- 1398 Canada Post boxes
- 1291 city parks (in St. Catharines)
- 2127 Niagara Region sites
- 82 specialized cleaning jobs (for businesses, private citizens, and the St. Catharines Downtown Association)

Mainstream received [\\$301,522 for the work completed](#).



Transitional Aged Youth (TAY)

Mainstream's **transitional aged youth (TAY)** placement facilitator works with youth (16–18 years old) involved with Family and Children's Services (FACS) who:

- have a developmental disability and
- are Youth in the Extended Care of the Society (crown wards)

The TAY placement facilitator works with each youth, along with their support network and community organizations, to ensure that they have the support they need to successfully transition from the child welfare system to adult developmental services. It is a collaborative effort with organizations across Niagara working together to help plan for each person.

During the 2020–2021 fiscal year a total of **11** people were supported by the TAY placement facilitator.

2 young adults were supported to transition into developmental services in 2020–2021. Here is what happened:

- **1 person** remained in their foster home and began receiving SIL support from Community Living Welland Pelham.
- **1 person** moved into a vacancy in Mainstream's SL program.

The other 9 people who received support will be turning 18 either in the 2021–2022 or the 2022–2023 fiscal years.

“All crises create heroes, those who run toward a disaster while the rest run away. When I was a boy and I would see scary things in the news, my mother would say to me, ‘Look for the helpers. You will always find people who are helping.’” Fred Rogers



Outcomes Management Report

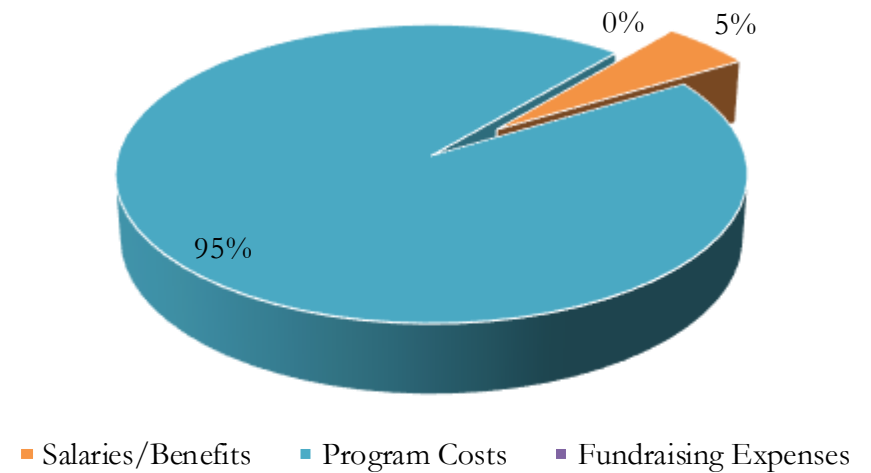
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Financial Summary

Financial Summary—Mainstream: An Unsheltered Workshop

Mainstream: An Unsheltered Workshop	
Statement of Revenue and Expenditures	
Year Ended March 31, 2021	
Revenue	
MCCSS	\$0.00
United Way	\$5,500.00
Donations	\$11,276.98
Other (Passport, Graffiti, User Fees)	\$1,096,309.18
Fundraising	\$9,911.36
Total Revenue	\$1,122,997.52
Expenditures	
Salaries/Benefits	\$53,195.73
Program Costs	\$964,209.04
Fundraising Expenses	\$0.00
Total Expenditures	\$1,017,404.77
Excess Revenue over Expenditure	\$105,592.75

Mainstream: An Unsheltered Workshop
Expenditure Breakdown 2020/2021

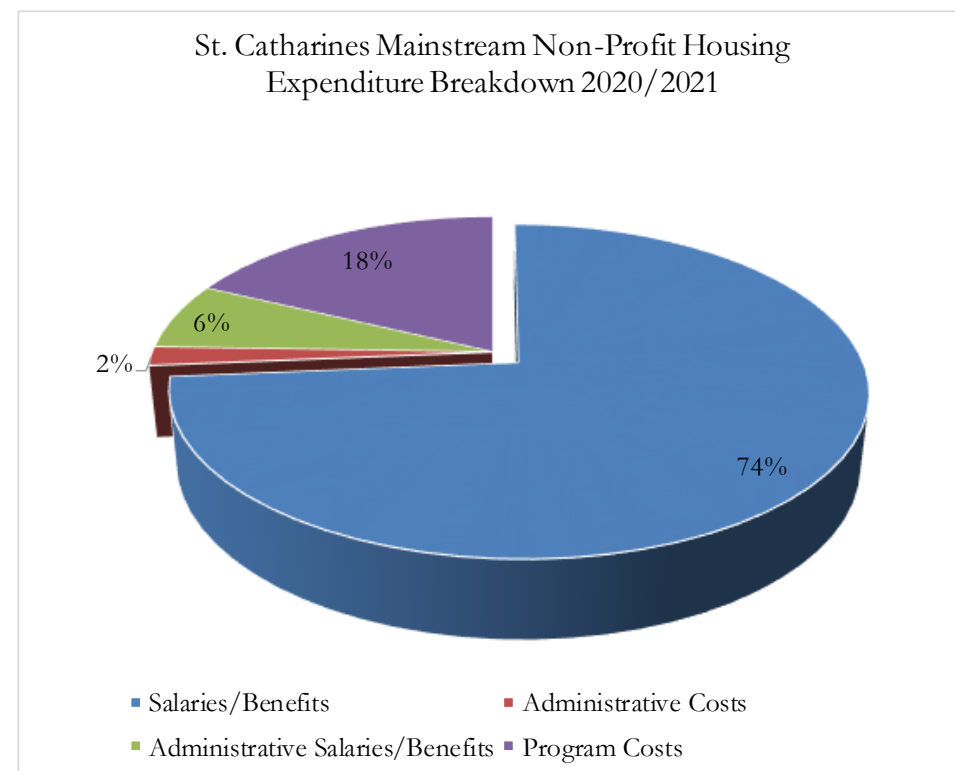


Outcomes Management Report

2020 – 2021

Financial Summary—St. Catharines Mainstream Non-Profit Housing Project

St. Catharines Mainstream Non-Profit Housing Project	
Statement of Revenue and Expenditures	
Year Ended March 31, 2021	
Revenue	
MCCSS	\$3,120,356.00
Donations	\$738.60
Other (Resident Income, Rental Income)	\$476,373.42
Total Revenue	\$3,597,468.02
Expenditures	
Salaries/Benefits	\$2,650,791.00
Administrative Costs	\$66,855.16
Administrative Salaries/Benefits	\$237,645.10
Program Costs	\$643,655.60
Total Expenditures	\$3,598,946.86
Excess Revenue over Expenditure	-\$1,478.84





“Most of us spend too much time on what is urgent, and not enough time on what is important.” Stephen Covey.

Outcomes Management Report

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Community Events and Fundraising

Pathways to Success (PTS)



PTS is a vendor fair, organized by Mainstream, which connects people to community and community to people. It began in 2012, in response to an identified need. We recognized that people were not aware of the resources available to them in their communities, and community organizations were unsure of how to provide supports to people with a developmental disability. Services were underutilized.

The annual fair connects hundreds of people to over 70 specialized and generic community services. Vendors include employment supports, recreation, financial support, mental health, travel opportunities, and more. It is also a useful networking and educational event for post-graduate students, teachers, parents and caregivers, and other community organizations.

The 2020 PTS event was cancelled due to the pandemic. When it began to look like the 2021 fair might also be cancelled, we looked for alternatives. What did people need or want from the event and how could we provide that in a different way?

Access to information is really what's at the heart of PTS. People come to the event to find out what organizations exist in their community, what services they offer, and how to access them.

With help from Geddie Advertising, we expanded the PTS website to not only include the logos of the vendors, but also a description of their services and a link to their website.

Pathways to Success (PTS)

We also organized and hosted a month-long virtual speaker series. Every week, a different vendor presented. They talked about their organization and the services they provided, and they answered questions from the attendees. The four organizations that presented were:

- Developmental Services Ontario (DSO)
- Contact Hamilton/Passport
- DSBN Literacy and Basic Skills/Transition to Employment
- Gateway Residential and Community Support Services.

How did it go?

- Between 30–33 people attended each session
- The sessions were recorded and are available on YouTube for those who missed them
- The feedback from all sessions was quite positive, both from the presenters and the audience

What's next?

- An in-person 2021 PTS event is not in the works at this time but we have high hopes that we can host one at some point in 2022.



Bingos



Since 2015, Mainstream has been a recipient of bingo proceeds from the Delta Bingo in St. Catharines. Delta Bingo is committed to giving back to the community and a portion of the proceeds from all of their bingos are given to over 60 local community organizations. In exchange, they ask that 2 people from each organization attend as bingo volunteers. Volunteers act as ambassadors, assisting where needed, and are available to answer questions about the organizations they represent. Volunteers complete a mandatory training before their first shift.

Every year, Mainstream volunteers attend bingos and we receive a portion of Delta Bingo's proceeds. Since 2015, we have received a total of \$181,276 (an average of \$36,255 per year). Those proceeds have been used to support operations and capital purchases not funded by MCCSS.

What happened in 2020–2021?

The pandemic forced bingo halls to close for most of 2020–2021. As a result, the proceeds for the past year were much lower than in previous years. In 2020–2021, we received a total of \$13,718. Those funds were used to purchase personal protective equipment

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2020 – 2021

Niagara IceDogs



In September 2020, Mainstream received a generous donation from the Niagara IceDogs. In 2020, the Niagara IceDogs chose Mainstream as one of the charities that it fundraises for. In September 2020, Bones presented John Osczyk, our new executive director, with a cheque for \$5337.98. The funds were used to purchase additional personal protective equipment (PPE) for employees as well as program supplies. Thank you, Niagara IceDogs!





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Mainstream—Agency Updates



Employee Satisfaction Surveys

In the summer of 2020, the leadership team felt it was time to check in with employees at all levels of the organization. It was obvious that everyone was feeling the stress of the pandemic, the restrictions, and the uncertainty. The leadership team wanted to find out if there were employee concerns that could be addressed. In September 2020, employees received an online anonymous survey and were asked to complete it. The goal: identify themes and areas of concern, put a plan in place to address what we could, and then check in again in six months.

Six themes were identified from the survey responses:

- Communication
- COVID-19
- Scheduling
- Strategic Alliance (effects of)
- Service Delivery
- Decision Making

A plan was put in place to address what we could (we couldn't stop a pandemic but perhaps we could improve how we communicated about it). The following pages provide an overview of what happened between October 2020 and March 31, 2021.

Communication

- To increase transparency and provide regular and consistent updates, the leadership team prepared a summary after each meeting and emailed the summary to all employees.
- When directives were sent from MCCSS or Public Health, a summary of the changes was prepared and that summary, along with the directives themselves, was sent to all employees.

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Employee Satisfaction Surveys

- Employees asked for additional IT training. To determine what they needed, a short IT survey was conducted in November 2020. One Mainstream employee was asked to provide IT support as part of their weekly schedule and their hours were increased to accommodate this. This employee developed how-to documents for various programs and provided one-to-one training as needed. Not surprisingly, Microsoft Teams and Zoom were high on the list.

COVID-19

- Employees were provided with resources to help manage anxiety around COVID-19. A COVID-19 anxiety workbook was shared with employees in November 2020.
- We tried to ensure that employees had accurate information about COVID-19. Reliable sources of information on COVID-19 and on vaccines were sent to employees in November and December. Employees were encouraged to avoid getting their pandemic information from social media platforms and other unreliable sources.
- We provided additional PPE to employees who were using their vehicles for work purposes. All employees were given a Mainstream bag with PPE, disinfecting supplies, first aid supplies, and a few personalized tokens of appreciation.

Scheduling

- In November 2020, employees from Options Niagara were slowly removed from the SL schedules and their hours were increased in the Options Niagara program so that they could begin supporting people from that program again. NOTE: the plan was to return them full time to Options Niagara in early 2021 but a second lockdown delayed that.
- Team silos (two teams per SL location) were reduced to house silos to ease some of the scheduling pressures. SL employees continued to work in only one SL home in order to keep teams of employees isolated from one another in case of an outbreak.



Employee Satisfaction Surveys

Strategic Alliance (effects of)

- The executive director and finance director provided an update on the strategic alliance during the 2020 employee training days.
- Members of the management teams of both Gateway and Mainstream participated in a Franklin Covey virtual training called *6 Critical Practices for Leading a Team*. Supervisors attended the training together, and managers and directors attended the same training but separately from the supervisors. The goal was for these employees to develop their leadership skills and also for the management teams from both organizations to get to know each other.

Service Delivery

- We knew that many of the restrictions imposed in response to the pandemic were unavoidable but we also recognized that they were taking us far away from our mission and our philosophy. People we supported in SL and SIL were having their rights restricted in ways that we would never have tolerated in the past. And people in Options Niagara and the Resource Centre were hardly receiving any support at all.
- Feedback from the employee surveys confirmed that employees from across the organization were struggling with these negative changes in our service delivery and were growing increasingly uncomfortable with how far we had drifted from our mission. This issue was not an easy fix but we made a point of focusing on it during employee training days (see the following section in this report) so that we could at least keep the conversation going.
- We were also aware that any new employees hired during the pandemic had never been exposed to how we provide support in a non-pandemic way. We didn't want them to get used to this reality and think that it was the Mainstream way. It isn't.

Employee Satisfaction Surveys

Decision Making

- Employee concerns about decision making were connected to communication and transparency. Decisions were being made on a regular basis that affected employees and people we supported. Employees, understandably, felt frustrated at the lack of information about who was making decisions and how and why certain decisions were being made.
- As mentioned under the communication section, the leadership team began sending out summaries after each meeting to explain what had been discussed and provide as much background information as possible.

Other Changes Made

- Meetings were held with team supervisors and managers to address survey feedback that was specific to them and/or their program. Together with the leadership training they received, it was an opportunity for professional growth and development.

The leadership team also looked for different ways to continue to recognize and thank employees.

- The annual Christmas gift card that employees receive was doubled.
- Employees were asked to complete a “How I Like to Be Recognized” survey and the results were shared with their manager and team supervisor.
- All employees received a COVID-19 safety bag, which also included a Mainstream mask and some personalized goodies based on what they put on their “How I Like to Be Recognized” survey.
- Team supervisors were given additional funds to purchase items to recognize and thank employees on their team.
- In December, weekly employee draws started and, every week, a lucky employee would receive a gift card or gift basket.
- During the first week of employee training, goodie bags were prepared for each employee and delivered to their home or work location.



Employee Training Days

Mainstream has organized annual training days for employees since 2010. Some years, it was full week, other years it was 3 or 4 days. Regardless, it took a lot of time and energy to develop and organize the training, as well as coordinate the schedules in all programs to ensure that employees could attend AND that programs continued to run. The work was worth it and we believed that it was important to hit the pause button, bring employees together, and learn from each other.

With the amount of work, stress, and uncertainty that we were all facing this past year, the easy solution would have been to cancel the 2020 training days. Everyone would have understood and no one would have been surprised. But, we chose not to.

Get your priorities straight

We knew we couldn't do what we usually do, so it came down to a simple question: what do employees need right now? How can we give them that? We felt that they might need to:

- stop thinking about the pandemic for an hour
- reconnect with some of their colleagues that they had not seen in months
- remember what working at Mainstream was like before the pandemic
- have an opportunity to think differently
- hear from the leadership team and have an opportunity to ask questions
- have a little bit of fun
- feel appreciated

The four managers worked together to organize a very different type of training days. The format was four weeks of one-hour Zoom sessions. Every week, two managers ran the sessions, and the same session ran every day, from Monday to Thursday.

Employee Training Days

Employees signed up for one session each week and, when they joined in, they saw faces of folks they hadn't seen in six months. It felt like a reunion.

Topics

- Person-centred supports—even though the pandemic forced us to go from offering person-centred support to having to make people to stay home all day, we wanted to remind everyone that this change was a temporary one and encourage them to think about getting back to what we had been doing so well.
- The Resource Centre—we had recently decided not to reopen the Resource Centre so we dedicated one week to that topic. We felt it was important to help employees understand what future supports could look like in that program.
- Wellness—we brought in our EAP provider to talk about the different benefits available to employees and then we talked about resources they could use to manage anxiety and take care of their mental and physical health.
- Leadership update—every year we invite members of the leadership team to present at training weeks. There were presentations from the executive director and finance director, all members of the team attended, and employees had an opportunity to ask questions.

Feedback

We asked for feedback during each session as well as at the end. The online format didn't suit everyone of course but comments like this one reinforced that some of the messages we wanted to share were heard.

- “There are many unanswered questions and I am appreciative of the fact that we can't possibly know the answers or predict the future. Regardless of our position, we all must do our part to keep our minds and bodies healthy so we can be on our game to offer the best support possible. Honesty, transparency and communication are key.”



Compliance Review

St. Catharines Mainstream Non Profit Housing Project had [two MCCSS compliance reviews in 2020–2021](#). Both reviews were for Supported Living. Options Niagara, SIL, and the Resource Centre have not had a compliance review in several years.

[April 1–3, 2020](#)

- Three residential sites were visited (Fawell, Rykert, and Geneva)
- There were no issues of non-compliance

[December 1–4, 2020](#)

- Documents were reviewed virtually, over Zoom, and three sites visited in person (Fawell, Rykert, and Geneva)
- Focus was on pandemic supports and pandemic supports
- There were no issues of non-compliance

Highlights from the review included:

- Public Health visit and recommendations, ensured they are all followed
- No COVID-19 outbreaks noted
- COVID-19 screening at entrances of homes
- Appropriate use of PPE
- PPE signage throughout the homes
- Viewing training staff records (PPE use and COVID-19 preparedness)
- Group/team meetings held virtually versus in person

Employee Incidents

Every year we track the number of employee incidents that happen at Mainstream in order to identify trends and make changes to reduce risks whenever possible.

In 2020–2021, the following incidents occurred:

- Client aggression—there were 26 incidents of client aggression last year. Most of them involved one person in SL. There was no lost time as a result of any of these incidents.
- Staff injury—there were 15 staff injuries. All were minor in nature and none resulted in a WSIB claim.
- Property damage / other—there were 7 incidents of property damage. Most were weather related (wind damage, falling branches, etc.). All damage was repaired as needed. No changes were made as a result.
- Vehicle—there were 5 vehicle incidents. One incident resulted in an employee having to retake the driving assessment.



Serious Occurrence Reports (SORs)

In 2019, MCCSS introduced SOR-RL (Serious Occurrence Reporting and Residential Licensing). SOR-RL is a secure, web-based tool that was developed to ensure secure and timely communication between a service provider and the ministry. Service providers can submit SORs, keep track of the status of each SOR, and provide updates to the ministry all on this platform.

Service providers across Ontario participated in online training sessions to learn how to navigate SOR-RL and, beginning in November 2019, all SORs had to be submitted through this system.

SO reporting increased during the pandemic because we also had to start reporting on every employee or person we support who went for a COVID-19 test.

Serious Occurrence for COVID-19 testing

In 2020–2021, a total of 30 SOs were completed for Mainstream employees being tested for COVID-19. All tests came back negative.

In 2020–2021, a total of 10 SOs were completed for people in SL or SIL being tested for COVID-19. All tests but one came back negative. The positive test was for someone who tested positive while out of the country.

It is a significant accomplishment that, to date, Mainstream has not had one positive case of COVID-19. This speaks highly to all the hard efforts of staff and people supported.

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Serious Occurrence Reports (SORs) Submitted in 2020–2021

- 4 deaths—1 person in SIL, 1 in SL, and 1 in Options Niagara, and 1 in the Resource Centre. None were from COVID-19.
- 4 serious injuries (3 Level 1 and 1 Level 2)—2 injuries were community assaults (1 in Options Niagara, 1 in SIL)
- 9 serious illnesses (7 Level 1 and 2 Level 2)
 - 2 serious illnesses resulted in death
 - all others required hospitals visits with some admissions
- 32 serious individual actions (17 Level 1 and 15 Level 2)
 - 4 missing people
 - 11 suicide attempts or ideology, requiring hospital assessment
 - 11 suicide ideology, requiring suicide watch
 - 3 new serious charges
 - 2 threats to staff
 - 1 aggression requiring NRP assistance
- 4 abuse or mistreatment (all Level 2)
 - 1 sexual assault
 - 1 scam
 - 2 complaints by people we support against community members
- 1 error or omission—an employee's laptop and datebook were stolen from their vehicle
- 32 disturbances, service disruptions, emergency situations or disasters (1 Level 1 and 31 Level 2)
 - 1 program closure (Resource Centre) (Level 1)
 - 1 flood in one of our SIL homes
 - 30 employees and 10 people supported were tested for COVID-19.



“There is nothing like returning to a place that remains unchanged to find the ways in which you have altered.” Nelson Mandela

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Employee Wellness



Helping Employees Help Themselves

This past year has been stressful for everyone. Working during a pandemic has not been easy and we realized quite quickly that we needed to think creatively to find ways to help employees by giving them some tools and resources to manage stress and anxiety.

Reduced Hours and Increased Time Off

Very early on in the pandemic, we changed schedules to accommodate having team silos in each location. We also developed a new SL and SIL schedule in such a way that each team silo worked for five days and then had five days off. In those early days, we wanted employees to have an extended break from work to physically and emotionally recover. Even though they weren't working all of their regular hours, we continued to pay employees their regular wages.

Several months into the pandemic, when it became obvious that it wasn't going to be over any time soon, the schedules were changed so that employees worked four days on and then had four days off, while still continuing to receive their full wages. Now, more than a year later, schedules are back to regular hours.

Mindfulness and Building Inner Strength

Gateway and Mainstream partnered together to run two different virtual courses for employees: mindfulness and building inner strength. Employees were encouraged to sign up for one or both courses and accommodations were made to their schedules if needed to ensure that employees interested in attending could attend.

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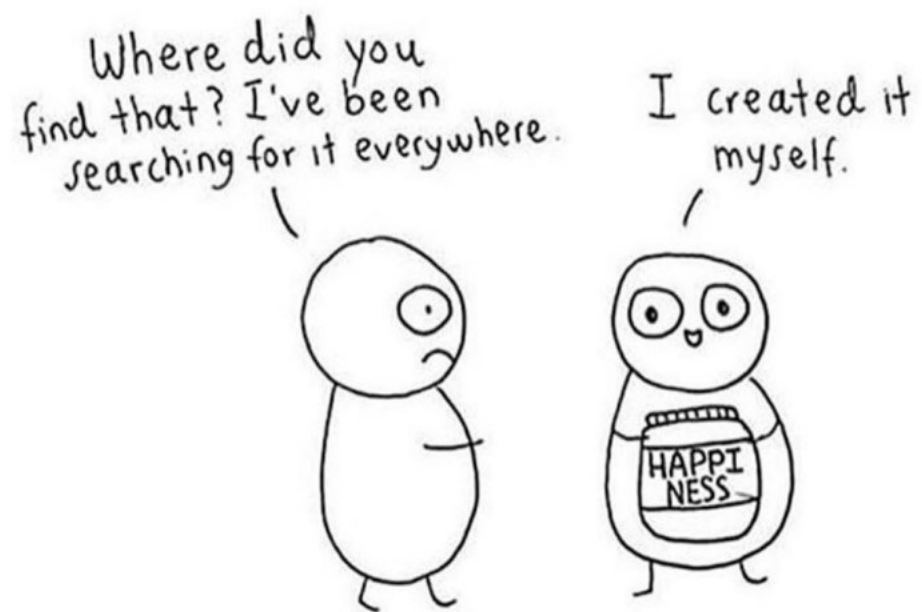
Helping Employees Help Themselves

Benefit Provider and Employee Assistance Program (EAP)

During our annual training days, we dedicated one week to employee wellness. We invited our benefits provider to talk about different services available to employees, including the employee assistance program (EAP). We also gave employees a resource booklet with a variety of tools to manage stress and anxiety.

Employee Surveys

We asked employees to complete a survey in the fall of 2020 and a second one in early 2021. They identified a variety of stressors, some of which we had no control over but others that we could address. Those that we could alleviate, we tried to. One of the biggest stressor identified by employees was communication. The pace in which changes were taking place and the lack of control over those changes was frustrating and stress-inducing. We didn't have a lot of control over the changes themselves but we made an effort to improve how we communicate the changes.



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Employee Rewards and Recognition

Every year, we present service awards to employees who have worked at Mainstream for 5, 10, 15, 20, 25, and even 30 years. This year, due to the pandemic, we were unable to hold our annual Rewards and Recognition night. Instead, we presented service awards on an individual basis to the following employees:

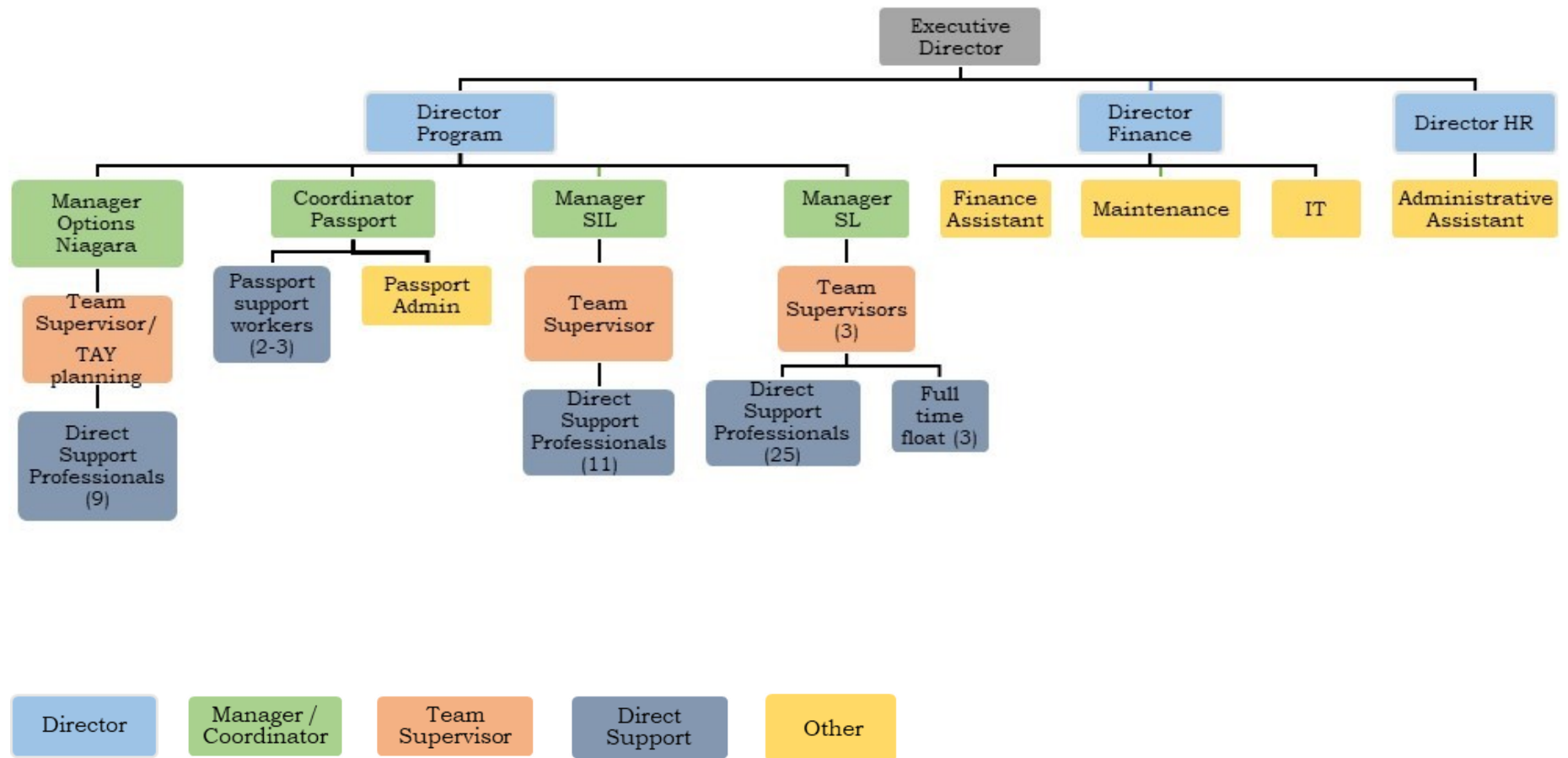
Katie DeGuire	5 years
Matt Dierickse	5 years
Marissa Dixon	5 years
Deb Kalina-Stranges	10 years
Brian Lowderman	10 years
Linda Bartoshewski	10 years
Louise Fairbairn	20 years
Andrew Mosley	25 years
Margaret Beaupre	30 years

Thank you for your
continued commitment to
Mainstream. You make a
difference in people's lives.

In place of a Rewards and Recognition night, we provided every employee with a \$25 gift card in 2020, and again in 2021.



Mainstream—At a Glance



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Meet the Residential Choices team

Meet the Options Niagara team

Julia Bourner
Julie Bourner
Christine Bowers
Carly Dixon
Stephanie Ede
Louise Fairbairn (Team Supervisor)
Emily Kostecki
Dianne McGillivray
Sam McGibney
Elly Radowsky
Lorraine Smith

Other folks who make things happen

Don Legere (Maintenance)
Donna Patterson (Finance
Assistant)
Meagan Porter (Administrative
Assistant)

Tasia Atkinson (SL)	Kristie Holmes (Team Supervisor)	Tony Sforza (SIL)
Edna Ayres (SL)		Tricia Siddall (SL)
Dave Baltus (SL)	Mohammed Islam (SL)	Andrew Thompson (SL)
Linda Bartoshewski (SIL)	Mike Jacobson (SL)	Elizabeth Wedderspoon (SIL)
Mike Bos (SIL)	Edvina Kadric (SL)	Alex Wielinga (SL)
Faith Bowman (SL)	Deb Knight (SL)	Nolan Wylde (SL)
Kelly Brown (SL)	Nancy Kpanabom (SL)	Gul Yasmin (SL)
Jim Byspalko (Team Supervisor)	Monica Laumann (SL)	
Debra Couture (SIL)	Debbe Liddycoat (SIL)	
Sasha Crawford (SIL)	Bryan Lowderman (SL)	
Katie DeGuire (SL)	Bryan MacNeil (SIL)	
Marissa Dixon (SIL)	Krystal Minor (SL)	
April Falardeau (Team Supervisor)	Andrew Mosley (SL)	
Brandon Hagadorn (Team Supervisor)	Tim Mosley (SL)	
	Carlyn Rhamey (SL)	
	Kristen Rockey (SL)	
	Tina Sandy (SIL)	

Meet the Passport team

Sharon Gower (DSP)	NOTE: at the time of publication, there were two other Passport positions being hired for: one DSP and one admin.
Jennifer Steingart (Coordinator)	
Raffaela Vescio (DSP)	



Contact Information

Mainstream 263 Pelham Road St. Catharines, ON L2S 1X7

Executive Director	John Osczytko	905-934-3924 x 226	josczytko@mainstreamservices.com
Program Director	Deb Kalina-Stranges	905-934-3924 x 233	dkalina-stranges@mainstreamservices.com
Finance Director	Margaret Beaupre	905-934-3924 x 240	mbeaupre@mainstreamservices.com
Human Resources Director	Laurie Ryan-Hill	905-934-3924 x 229	lryan-hill@mainstreamservices.com
Manager—Residential Choices	Selena Boulianne	905-934-3924 x 223	sboulianne@mainstreamservices.com
Manager—Residential Choices	Tammy VanderWier	905-934-3924 x 238	tvanderwier@mainstreamservices.com
Manager—Options Niagara	Tracie Davis	905-934-3924 x 245	tdavis@mainstreamservices.com
Coordinator—Passport Program	Jenny Steingart	905-934-3924 x 231	jsteingart@mainstreamservices.com

Please visit our website: **www.mainstreamservices.com** and like our Facebook page

If you have any questions or feedback about this Outcomes Management Report, please contact Deb Kalina-Stranges at 905-934-3924 or dkalina-stranges@mainstreamservices.com

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Thank you to all of our donors

Mainstream is fortunate to have many individuals and businesses offer their support to our fundraising efforts. This year we received a total of **\$11,208 in financial contributions and sponsorships**. This support goes towards enhancing the programs and equipment available to the individuals we serve.

Mainstream would like to take the opportunity to recognize the following supporters.

Alan Rankin

Alan Cimprich

Richard and Barbara Mawhood

Noor Mufti (Scott Vine Pharmacy)

Jim Bradley

Pete and Marg Conley

Cathy Lutes

Arvind Bhide

Copping International

Dennis and Laurie Cheredar

Ann Dorward

Barbara Seymour

Calvin Jessome

Canadian Online Giving

Expect nothing. Appreciate everything.