



Supported Training & Rehabilitation In Diverse Environments

## 2017 – 2018 ANNUAL REPORT



## **Our Mission**

STRIDE is committed to creating opportunities for people living with mental health and/or addiction challenges to gain and maintain meaningful employment.

## **Our Vision**

STRIDE envisions a world in which barriers to employment associated with people living with mental health and/or addiction challenges have been eliminated.

## **Our Values**

STRIDE recognizes that employment and earning power contribute significantly to a person's sense of dignity, independence and quality of life.

STRIDE believes that people living with mental health and/or addiction challenges make significant contributions to society.

STRIDE respects the individual needs and strengths of each person. We work collaboratively with our stakeholders and clients to assist them to identify and achieve their employment goals.

We believe:

- In treating people with dignity and respect
- In all individuals having the opportunity to achieve their employment goals
- In providing service levels that exceed our customers' expectations
- In creative, innovative responses to the ever-changing political, economic and work environments

### **In a recent Client Survey....**

- |     |  |
|-----|--|
| 84% | my involvement with STRIDE has improved my confidence and self-esteem                    |
| 97% | the services offered by STRIDE are geared towards my needs                               |
| 98% | of clients were satisfied with the care they received at/through the programs            |
| 95% | of clients would recommend our programs to a friend if they were in need of similar help |
| 93% | the wait time for services was reasonable for me   |

# CONTENTS

Our Mission	2
Our Vision	2
Our Values	2
<b>Section 1 – An Overview of STRIDE</b>	
About Us	4
Our People	5
Client’s Success Story	7
The Wellness & Culture Team	8
A Few Successful Activities	9
<b>Section 2 – Governance</b>	
Chair’s Report	10
Executive Director’s Report	11
<b>Section 3 – Our Finances</b>	
Treasurer’s Report	13
Summary of Revenue and Expenses	14
<b>Section 4 – Other Important Information</b>	
Acknowledgements & Thank You	15
Contact us	16

*“I am highly satisfied with the services I received from STRIDE. I like that everyone is friendly and make you feel welcome. It would be harder for me to meet my goals without STRIDE support. Thank you very much for all the support.”*

*Feedback from our Client Survey*

*“We love the support and information the case worker has provided for my son, we truly appreciate all her help and guidance with his employment opportunities ♥ We wouldn't change a thing, She has gone above and beyond for us..”*

*Feedback from our Family/Friend Survey*

## **ABOUT US**

**Supported Training & Rehabilitation in Diverse Environments (STRIDE)** is a non-profit, charitable, community based vocational rehabilitation program founded in 1983. STRIDE is the only Halton-based organization whose primary purpose is to service the employment needs of individuals facing mental health and/or addiction challenges.

Our Programs include:

### **Employment Connections Program**

STRIDE delivers a wide range of employment connection services including career assessments, skills development, interview practice, job coaching and ongoing job retention support.

An employment plan is developed based on skills and experience. Assistance is provided to locate, secure and maintain employment.

### **Worksite Training Program**

STRIDE’s Worksite Training Program provides clients with the opportunity to develop their work skills in a structured environment which reflects what they will experience in the competitive workplace. Learning transferable work skills, practicing vocational life skills and earning a training allowance increases self-esteem and independence.

At STRIDE we provide a supportive and flexible work environment for individuals facing barriers to employment. We respect the unique needs and strengths of each person and work together with them to assist in identifying and achieving their vocational goals.

### **Youth Employment Program**

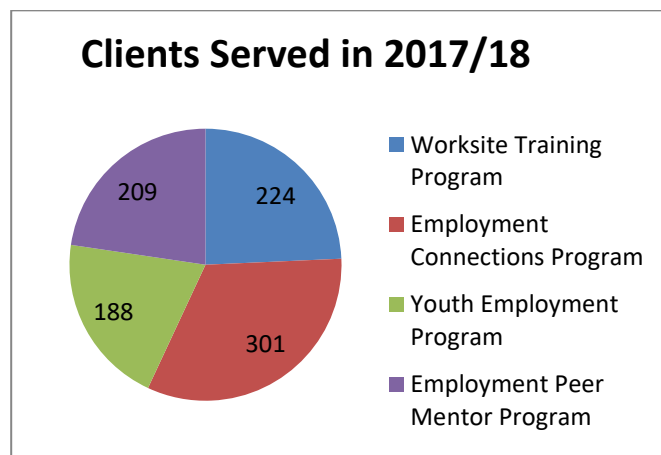
STRIDE assists youth aged 16-24 who are experiencing mental health and/or addiction challenges. Youth are assisted in exploring possible employment options and gaining valuable employment skills. We provide individualized services and supports necessary to be successful in the workplace.

### **Employment Peer Mentor Program**

The Employment Peer Mentor program aims to provide enhanced support to individuals facing mental health and/or addiction challenges. The Employment Peer Mentors are persons with lived experience with mental health and/or addictions and are in recovery. They use their experiential knowledge to inspire hope and empower others in similar situations by providing social and emotional support in order to assist peers on their path towards recovery.

*“The program has pushed me toward working toward my goals and has inspired me to get things done. It has made me more confident and I wouldn't have had the confidence or means to achieve what I have so far without STRIDE.”*

*Feedback from our Client Survey*



## OUR PEOPLE

### Board of Directors

<i>Doug McCarthy, Chair</i>	<i>Maggie Chan</i>	<i>Jamal Shah</i>
<i>Anita Stellinga, Vice Chair</i>	<i>Frank De Vuono</i>	<i>Bianca Tse</i>
<i>Jordan Kramers, Treasurer</i>	<i>Pam Mulhall</i>	<i>Fatima Ul-Haq</i>
<i>Michelle Grouchy, Secretary</i>	<i>Clark Olson</i>	

### Staff

<b>Head Office</b>	
<i>Anita Lloyd, Executive Director</i>	<i>Stephanie McCann, Quality &amp; Operations Analyst</i>
<i>Julie Lange, Manager, Finance &amp; Administration</i>	<i>Payal Shah, Administrative Assistant</i>
<i>Debbie Blaser, Accounting Assistant</i>	

<b>North Halton</b>	
<i>Jan McCabe, Manager, North Halton</i>	<i>Sarah Hughson, Vocational Support Worker</i>
<i>Gary Archer, Lead Hand/Van Driver</i>	<i>Angela Marova, Employment Specialist</i>
<i>Beena Bhullar, Employment Specialist</i>	<i>Joseph Scrivo, Vocational Support Worker</i>
<i>Betsy Bond, Vocational Support Worker</i>	<i>Dorothy Welfare, Lead Hand</i>
<i>Jessica Clark, Van Driver</i>	

<b>South Halton</b>	
<i>Terri Skov, Manager, South Halton</i>	<i>Wendy Jefferies, Vocational Support Worker</i>
<i>Katrina Anderson, Employment Specialist</i>	<i>Brad Jensen, Lead Hand</i>
<i>Janet Behrens, Vocational Support Worker</i>	<i>Amanda Murphy, Van Driver/Bistro Coordinator</i>
<i>Laurier Carriere, Lead Hand</i>	<i>Monica Reichel, Vocational Support Worker</i>
<i>Crystal Dainard, Employment Specialist</i>	<i>Lee Sargent, Vocational Support Worker</i>

<b>Youth Employment/Peer Mentor Programs</b>	
<i>Bonnie Trimble, Manager Youth Employment &amp; Peer Mentor Programs</i>	<i>Stephanie Hancock, Youth Employment Specialist</i>
<i>Kristina Abela-Hopkins, Employment Peer Mentor</i>	<i>Bailey Hamilton, Youth Employment Specialist</i>
<i>Genevieve Blazik, Employment Peer Mentor</i>	<i>Brittany Joyce, Youth Employment Specialist</i>
<i>Marco D'Auria, Employment Peer Mentor</i>	<i>Christina Novakowski, Youth Employment Specialist</i>
<i>Barry Hadlow, Employment Peer Mentor</i>	

## BOARD OF DIRECTORS



*Back L-R: Frank, Doug, Maggie, Jordan and Jamal  
Front L-R: Fatima and Anita  
Not Pictured: Bianca, Clark, Michelle and Pam*

## STAFF



*L-R back to front: Kristina, Stephanie M, Marco, Bailey, Monica, Amanda, Barry, Katrina, Laurier, Anita, Wendy, Beena, Gary, Betsy, Angela, Terri, Julie, Dorothy, Payal, Bonnie, Brittany, Sarah, Debbie and Genevieve  
Not Pictured: Brad, Christina, Crystal, Jan, Janet, Jessica, Joseph, Lee and Stephanie H.*

## Client's Success Story

### Danielle's Story

Danielle began her journey with STRIDE in the fall of 2015 when she attended and completed STRIDE's Job Club program. Danielle arrived at Job Club nervous and unsure of herself but even with this air of uncertainty, her intelligence and beauty shone through. Danielle soaked up every nugget of information she could during Job Club and applied everything she learned to her job search. After Job Club ended, Danielle began working with an Employment Specialist from STRIDE's Employment Connections program. At their first meeting, Danielle looked at her Employment Specialist and said she was determined to move forward and she knew she could now do this because she had someone in her corner to help. STRIDE assisted and supported Danielle in brainstorming ways to manage her mental health at work and how to best deal with day to day stressors. Danielle was thrilled when she landed a job as a cashier at a local grocery store. With support from STRIDE, Danielle put everything in to making this new job as a cashier a success, but after a few months Danielle realized she needed to move on and find something that would be a better fit. Danielle and her Employment Specialist put their heads together and developed a plan to target companies of interest. As a team they completed online applications, and approached several local businesses. This led to Danielle securing a full time seasonal position at a greenhouse. Following this contract position, Danielle obtained a full time position at a used clothing store.

It's now 2017 and Danielle is currently working full time and she is excited to be receiving health benefits for the first time in her life. Danielle finally has the financial means to move into her own apartment and to sustain a stable and happy life. In addition to the monetary benefits, Danielle is enjoying a newfound sense of productivity and giving back to her community. Danielle always made it clear that doing something that she believes in is important to her, and she is doing just that. Danielle is grateful for the support and assistance that STRIDE provided, making the closure meeting one filled with tears but also joy. Danielle's current situation is a result of a lot of hard work and dedication. It was a pleasure to support Danielle and watch her as she reached her employment goal.



Indira Naidoo-Harris, MPP Halton, visits STRIDE at the Acton worksite

## The Wellness and Culture Team



Christina, Bonnie, Crystal, Katrina and Joseph

The Wellness and Culture Team currently consists of Bonnie Trimble, management representative, Christina Novakowski, Crystal Dainard, Kristina Abela-Hopkins and Joseph Scrivo. Barbara Oliver and Angela Marova also served on the committee this year. All four of STRIDE's current programs are represented by the membership. The team has grown over the years as STRIDE has continued to focus its efforts on creating a healthy work culture and recognizing their staff for the commitment they make to STRIDE.

The Wellness and Culture Team has the following vision: "to create and support a workplace culture that facilitates the employees of STRIDE to reach and maintain optimal health and overall well-being". The focus of the group is on team building and on health, wellness and fitness.

The Wellness and Culture Team plan and execute activities that we feel will assist with the creation of a culture at STRIDE where the employees feel connected to each other, cared for and supported by each other as well as by management. Some of the activities are regularly completed by the Team and some are special events organized and lead by the Team.

Some of the highlights this past year for the Team included organizing icebreakers at each of the staff meetings throughout the year in an effort to assist staff in getting to know each better in a fun and relaxed environment. The Team also engaged in providing health tips/funny jokes via email to staff at different times throughout the year. The Wellness and Culture Team organized and ran a Staff Wellness Day in May 2017 which consisted of a morning of training on communication/team building and an afternoon of fun activities. They also planned and organized the Christmas Party for the Staff and Board members in December 2017. It was a fun evening for all with Santa and a fun photo booth.

As a result of the Staff Survey this past year, the Wellness and Culture Team held focus groups with the staff to gain better insight into what our staff would like to see occur at STRIDE for the coming year. From these groups, both the management and the Wellness and Culture Team will be creating goals for the 2018-2019 year.



## A FEW SUCCESSFUL ACTIVITIES



Dorothy at the Halton Hills Community Spring Show in Georgetown

Janet with her client Andrew - South Halton Worksite Achiever of the Year



Our 3<sup>rd</sup> Annual successful Golf Tournament with some of the volunteers

Boston Pizza Strokes for STRIDE 3rd Annual Golf Tournament 2017-18



## CHAIR'S REPORT

As my third year as Chair concludes, I would like to share how tremendously proud I am of the outstanding service STRIDE continues to provide to the individuals it serves. Much has been accomplished to support those with mental health and addiction challenges in achieving their employment goals. On behalf of the Board of Directors, I congratulate our clients on their progress and thank our management, staff, funders, employers, customers, and community partners for their commitment to the important work we do at STRIDE.



2017/18 has been a year of significant accomplishments. It has also been a year of notable challenges. For me, four achievements stand out amongst the many we have accomplished over the past year. This year STRIDE:

- hosted our 3rd successful golf tournament with Boston Pizza, raising approximately \$20,000
- received new funding for the enhancement of STRIDE's Employment Services
- completed its first Health Equity Impact Assessment
- began working with Conestoga College on a three-year research project "Disclosing a psychiatric condition in the workplace: Evaluation of stigma and work outcomes"

This year also saw the passing of Bill 148, The Fair Workplaces, Better Jobs Act, 2017. Although the regulations in the Bill pose significant challenges to the way STRIDE has traditionally operated, it should also be viewed as a great opportunity to re-invent STRIDE to better serve those with mental health and addiction challenges. I would like to thank the STRIDE leadership team for the tremendous amount of effort they invested in meeting with key players in the Bill 148 process to explain the impact on STRIDE and look to how we can grow with these changes.

As a result of these efforts, in early 2018, STRIDE began a journey to transform itself to better meet the needs of its client base within the spirit of Bill 148. This is an exciting opportunity that will take some time to realize, but will position STRIDE for greater success in the future.

While the Board provides input on strategy and oversight, it is the management and staff of STRIDE who deliver daily on the organization's vision of a world in which barriers created by stigma associated with mental health and addiction have been broken down. Anita Lloyd, STRIDE's Executive Director, leads a dedicated team that not only gets its extremely challenging job done but does so in a caring, energetic and professional manner. I thank Anita and the entire STRIDE team for these efforts and the support they provide to all of the members of the Board.

In closing, I also thank each Board member who has completed their service to STRIDE during the past year and those new members who have made the commitment to continuing the Board's work.

Respectfully submitted,

*Doug McCarthy*

Chair, Board of Directors

## EXECUTIVE DIRECTOR'S REPORT

Since 1983, STRIDE has endeavored to implement programs and services that best reflect the needs of our clients, and at the same time, are reflective of our Mission, Vision, and Values. STRIDE is committed to supporting individuals facing mental health and/or addiction issues in achieving personal dignity and independence. Our employment services are person-centered and are tailored to meet the unique needs of each individual and incorporate their personal goals.



Much has changed since STRIDE began 35 years ago. The needs and interests of people we support are no exception. Individuals want to develop the skills they need to increase their independence in the community. They want better opportunities for employment and they want to be included in the life of the community. In response, we have embarked on a process to re-design our Worksite Training Program this past year to create more inclusive supports that foster belonging and participation in the community.

Overall, albeit not without some challenges, we have had a successful year and as a result we have been able to serve an unprecedented number of people through our programs; Employment Connections Program - 301, Worksite Training Program - 224, Employment Peer Mentor Program - 209; and Youth Employment Program - 188 clients were supported in achieving their employment aspirations.

The announcement of the intended closing of the workshops, which serves some of STRIDE's most vulnerable clients, was met with mixed reactions from community agencies, families and with individuals facing mental health and/or addiction issues. However, this has provided STRIDE with a unique opportunity to review our current service model, invest in alternative and/or innovative service options for our clients, while remaining committed to our agency's strategic priorities.

This past year, we rose to the challenge as we focused a great deal of our efforts on addressing Bill 148-Fair Workplaces, Better Jobs Act, 2017, the Exemption's Clause Paragraph 6 of the subsection 3(5) of the ESA, 2000. Numerous letters were sent to various MPP's, Minister of Labour, and community contacts. Meetings were also held with several MPP's, MCSS, MH LHIN, Director of Policy-MOL, as well as attendance at the Oakville Chamber Roundtable.

Throughout this process, STRIDE has continued to emphasize that STRIDE is funded by the MH LHIN, and there are a total of ten Community Mental Health and Addictions Programs that we work closely with serving mutual clients. We provide a very unique, valuable service - time limited training/vocational supports - leading to long-term sustainable employment.

In January 2018, the Ministry of Labour confirmed that with the official passage of Bill 148, the Exemptions Clause has been removed and they are committed to follow through with phasing out the use of sheltered workshops in Ontario. This change will come into force on January 1, 2019. Pursuant to Bill 148, all agencies operating a sheltered workshop must have transitioned to alternative employment or programs by January 1, 2019.

STRIDE is currently working to transition from a sheltered workshop to some type of pre-employment program. We understand the challenges we will face regarding the impact on funding, staff and family, as well as how individuals with high support needs will be served in the new model. However we are confident that with the assistance of LBCG Consulting, we will design a new program that will lead to better outcomes for STRIDE clients. We are reviewing many potential solutions. Recommendations for redesigning the program will be analyzed and filtered through the criteria of human values, technology, and business. Once final recommendations have been reviewed and approved, we will begin implementation of the new program and address concern regarding the future state. We want to reassure all stakeholders that our primary concerns is to ensure that individuals don't get lost in the system and continue to receive valuable training and supports leading to improved employability and work readiness.

In addition to the vast amount of work that has been devoted to the Worksite Training Program, we have achieved several major accomplishments this past year. A few of these include;

- The MH LHIN approved STRIDE's business case requesting an increase in current staffing for our agency due to the increase in referrals and wait times for our services. We feel strongly that the addition of staffing will create a positive impact on overall integration and capacity of STRIDE's Employment client service delivery in the MH LHIN.
- The Ministry of Community and Social Services has renewed our fee-for-service agreement following a very positive year. Actual ODSP-ES results for 17-18 were: 52 Placements, 48 Milestones and 656 Retention Months, as well, STRIDE received a perfect audit report!
- In addition, STRIDE benefited greatly with funds received from various sources; the MH LHIN provided one-time funds for staff training/education and computers; United Way Halton & Hamilton continue to support our Employment Connections Program; the Burlington Community Foundation approved funds for employment assistance related items; CIBC provided a general donation to STRIDE, and Halton Region has approved funding to develop a Return to Work series.
- In the 'Defining Case Management' work with KMPG, there was consensus that STRIDE services clearly do not fall under the Case Management model. We followed up with KMPG's request regarding 'Complementary Services' and submitted a list of groups that STRIDE provides to individuals within the mental health and addictions sector.
- The results of the third Strokes for STRIDE golf tournament was very successful in raising a total of \$20,000 for the organization. Plans are currently underway to hold our fourth golf tournament.
- We completed our first Health Equity Impact Assessment (HEIA) tool for the agency, which will be used to support our new business model being proposed to the MH LHIN. Our focus for the HEIA is on improving access for client groups which are under-represented within our current Worksite Training Program.
- Our Mental Health in the Workplace presentation, offering insight and valuable resources to employers in the community to promote a healthier working environment, is slowly gaining an increase in awareness.
- The Mental Health Commission of Canada (MHCC) approached STRIDE to request our participation in a new initiative with Magnet, an online job finding platform. The MHCC would like to know if this is a viable way for people with lived experience to connect with employers and to ultimately raise employment levels of those living with a mental illness.

All of this work cannot be done without the tireless efforts of our staff, our resourceful and committed management, and the volunteer efforts of our Board of Directors. To our employees, we thank you and appreciate your genuine commitment to helping the people we support achieve their goals. My deepest appreciation to the management team - we value and appreciate your dedication and leadership; and my gratitude to STRIDE's Board of Directors for your ongoing dedication and support. And most of all, we are thankful for the many individuals and families who entrust us with their care.

While 2017-18 was a year of several changes, the upcoming year brings promise of vast transformation for STRIDE. As we continue to evolve and grow as an organization, we are ever cognizant of the growing demand for our services throughout the MH LHIN. As we continue on our transition journey, we will continue to create innovative new initiatives as well as improve our community support programs. We look forward to continuing our efforts to make a difference in the lives of the people we support to live, work and contribute to the community in which they live.

Respectfully Submitted

*Anita Lloyd*

Executive Director

**TREASURER’S REPORT**

In thanks to the strong support of our various partners and the outstanding efforts of STRIDE management and staff, STRIDE revenues exceeded expenditures for the fiscal year ending March 31, 2018 by \$146,085 (2017 \$81,757). The current accumulated operating fund will be available to help fund capital expenditures, one-time costs, and upcoming changes in revenues/expenses as STRIDE re-designs the worksite training program in fiscal 2018/19 and subsequent years.



Total revenue for fiscal 2018 decreased \$36,275 or 1.4% to \$2,632,976 (2017 - \$2,669,251), driven by a challenging year with the worksite training program, which saw a decrease in sales of \$49,036 from the previous year (2018 - \$435,876; 2017 - \$484,912) largely due to the loss of a large customer. The worksite training program generated 17% of overall revenue.

The Mississauga Halton Local Health Integration Network (MH-LHIN) continues to provide the majority of revenue for STRIDE (57% of overall), at \$1,488,934 (2017 - \$1,512,973). These amounts include certain one-time funding received that was used in the fiscal year for staff training and required computer/office equipment.

The organization generated increased revenues from the Ontario Disability Support Program (MCSS - ODSP), reaching \$549,319 (2017 - \$529,510) thanks in large part to the support of community employers and the outstanding efforts of the STRIDE Employment Specialists. This program generated 21% of overall revenue.

Also partially off-setting the worksite training program results were revenues from other sources, including \$45,124 (2017 - \$45,179) from the United Way Halton and Hamilton which was utilized for STRIDE’s Employment Connections program. Other revenues also include the continued success of the annual STRIDE golf tournament with title sponsor Boston Pizza, Milton and Dorval Drive, Oakville.

Operating fund expenditures decreased \$107,139 or 4.2% to \$2,431,204 (2017 - \$2,538,343), primarily due to the reduction in training allowance expenses and worksite materials corresponding to the decline in worksite sales and mix of work projects. Salaries and benefits remained relatively consistent with the previous year at \$1,656,567 (2017 - \$1,680,928) and represents 63% of overall revenues.

On behalf of STRIDE I would like to thank our partners and the STRIDE management and staff for their continued support.

The financial results for the year ending March 31, 2018 were audited by Glenn Graydon Wright LLP. Copies of the Audited financial statements are available from STRIDE.

Respectfully submitted,

*Jordan Kramers, CPA, CA, CBU*  
Treasurer, Board of Directors

“STRIDE has been very supportive and a very positive environment”  
Feedback from our Family/Friend Survey

## SUMMARY OF REVENUE & EXPENSES –

For the year ended March 31, 2018

### REVENUE

Ministry Funding	\$1,488,934
ODSP-ES	\$549,319
Worksite Sales	\$435,876
Donations and Other Revenue	\$113,723
United Way	\$45,124

<b>Total Revenue</b>	<b>\$2,632,976</b>
----------------------	--------------------

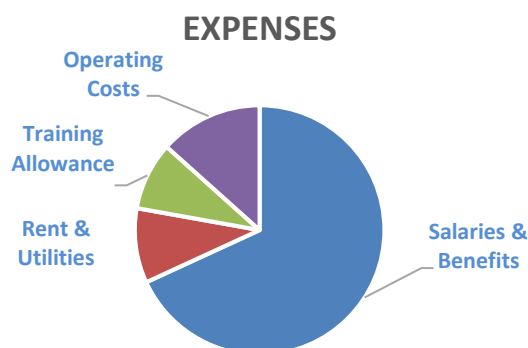
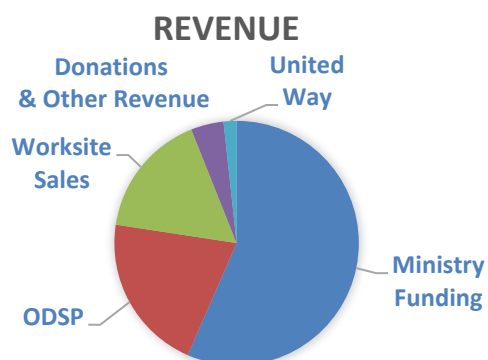
### EXPENDITURES

Salaries and Benefits	\$1,656,567
Rent and Utilities	\$235,242
Training Allowance	\$214,255
Other Operating Costs	\$325,140

<b>Total Expenditures</b>	<b>\$2,431,204</b>
---------------------------	--------------------

Excess of Revenue over expenditures for year	\$201,772
Amortization of capital assets	(55,687)

<b>Excess Of Revenue Over Expenditures</b>	<b>\$146,085</b>
--	------------------



A copy of the completed financial statements for the year ended March 31, 2017 audited by Glenn Graydon Wright LLP are available upon request or on our website.

### ACKNOWLEDGMENTS & THANK YOU

STRIDE gratefully acknowledges the funding and support received from various individuals and the following:



Milton & Dorval Drive,  
Oakville



Trafalgar & Hays, Oakville



Oakville



Accredited by  
Canadian Centre  
for Accreditation



Agréé par  
Centre canadien  
de l'agrément



Supported Training & Rehabilitation In Diverse Environments

**Head Office**

55 Ontario Street South, Suite 26  
Milton, ON L9T 2M3

**North Halton**

12 Wallace Street, Unit 1  
Acton, ON L7J 2V6

**South Halton**

2245 Wycroft Road, Units 1&2  
Oakville, ON L6L 5L7

**Milton**

245 Commercial Street, Suite 204  
Milton, ON L9T 2J3

T: (905) 693-4252

F: (905) 875-9262

[info@stride.on.ca](mailto:info@stride.on.ca)

[www.stride.on.ca](http://www.stride.on.ca)

STRIDE Youth Employment Program  
STRIDE Employment Connections Program



@STRIDEYEP