



MONTAGE
SUPPORT SERVICES

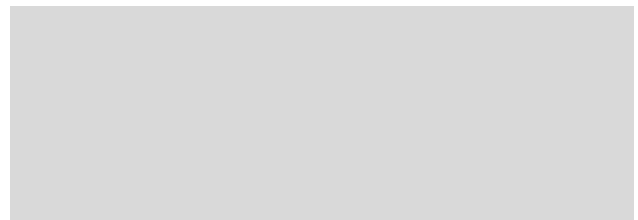
Live your dream.

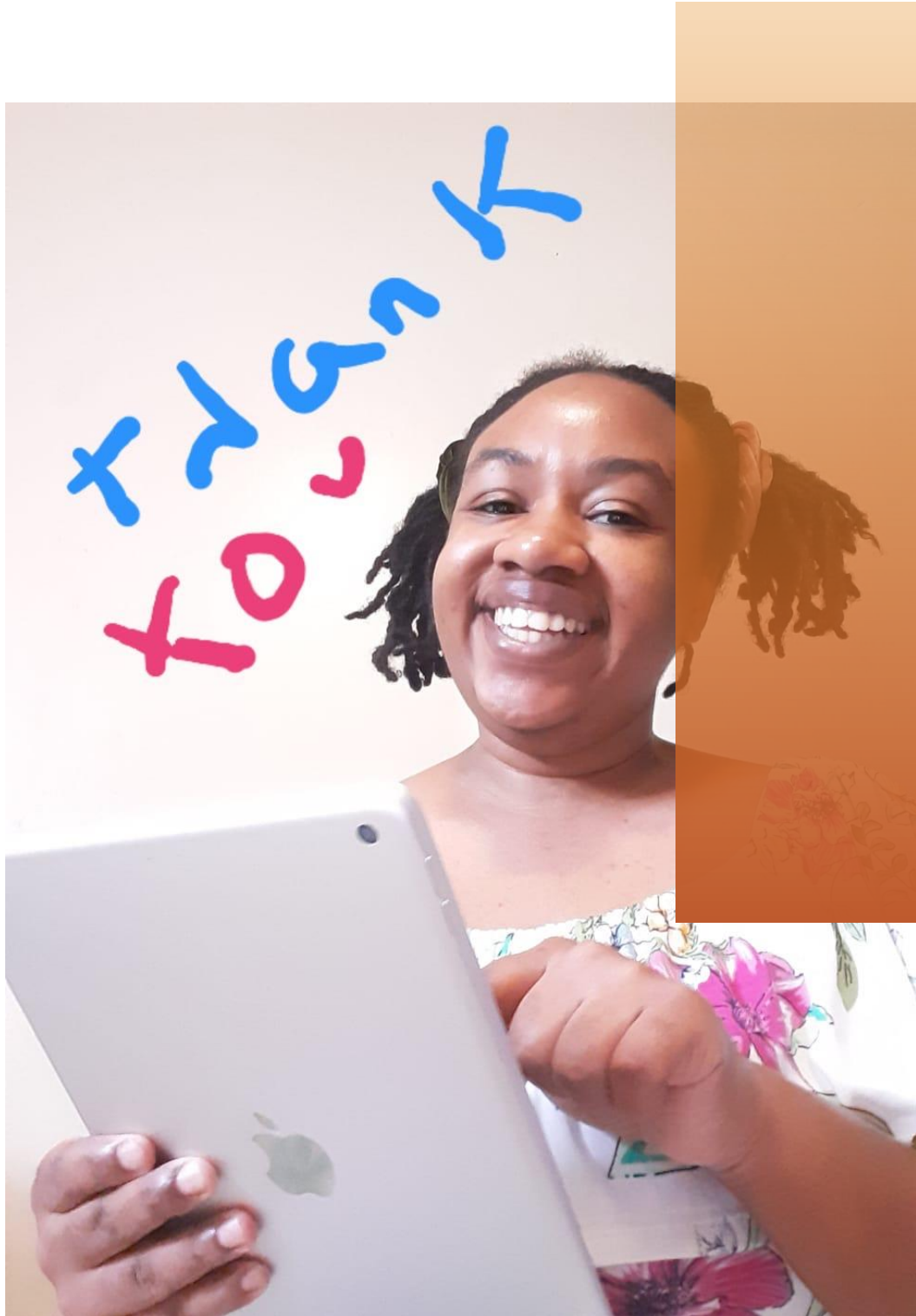


2020-2021

ANNUAL REPORT

MONTAGE SUPPORT
SERVICES





Montage Support Services 2020 Board of Directors



Tullio Orlando Sandra Clarke

Transformational but Familiar

The past year presented Montage's shaping of its next chapter in its history. The start of a new strategic planning cycle was foremost on our agenda, culminating with the 2019-2022 *The Future Starts Today* roadmap document. We are honoured to present the following highlights of 2019.

For more than 25 years, Montage's high standards in compassionate professional support for one of the most vulnerable populations in society has been a primary focus in its rich history. Our forward-thinking ideas and their implementation position us well to continue our emphasis on the unique needs of the people we support and their families. We will continue to champion the inherent rights of people too often left on the margins to participate in and contribute meaningfully to the society of which they are part of.

Montage will seek sustainable resources in order to impact the human services landscape that includes the health, well-being, independence, and the celebration of sameness and diversity of all. Montage aims to play an influential role in the developmental services sector by building on existing partnerships and the formation of new collaborations. We want to be a transformative complement to Ontario's developmental support system.

In 2019, Montage envisioned five strategic priorities as part of its future to 2022 and beyond. In no particular order, these were:

1. The expansion of social connection opportunities for the people we support.
2. The creation of more streamlined communications for the families of the people we support and our staff.
3. The undertaking a critical review of our staffing model with adjustments for the improvement of continuity of care and staff retention.
4. The development of partnerships within and beyond the developmental sector to leverage and augment Montage's resources.
5. The identification and implementation of viable cost-efficiencies and new revenue-generating streams.

As 2019 drew to a close however, we were confronted with the biggest public health crisis in a lifetime – the COVID-19 pandemic. The comfort and security of unrestricted routines was suddenly disrupted by the deadly virus. All of us needed to pivot to a new and albeit hopefully temporary, way of life. This has impacted our sector with staff and supported people contracting the virus through community spread.

Montage has been extremely fortunate to not have had a single individual in its care catch the virus and although a few staff were infected, our safety protocols held strong and steady. We are ever grateful sick staff recovered and eventually returned to work. It is a testament to the quality and core values of the people who have dedicated their careers to Montage. Despite the dangers they continued to show up for work so the impact on the people in our care was mitigated as much as possible.

Despite the unexpected changes around us during 2019-2020, Montage maintained its laser-focus on continuing to provide person-centered care and support. Even the deadliest global pandemic of our generation could not knock us off our course.

Sandra Clarke,
Montage Board President

Tullio Orlando,
Montage CEO





Brian Woodman
Director of Operations – Annual Report



The year 2020 has arguably been the most unique year in Montage's 25 years of operations. Every few years, a new public health concern knocks on our doors and challenges the way we look at protecting the wellbeing of the people we support and our employees.

This organization is built on the principles of community involvement, belonging, and inclusion. Covid-19 has threatened people with extreme isolation, loneliness, and fear. We have been stretched into collectively using imagination and creativity to connect people in the best way possible during this difficult year. Our commitments to safety, planning, and communication have been at the forefront of our organization's ambition to fulfil its vision in 2020.

Keeping Covid-19 out of our locations, and preventing its spread should it find its way in, has been the primary focus of our safety efforts. Every day for over 9 months, Montage's Direct Support Staff and managers have been dedicated to regular screenings, Infection Prevention and Control protocols, responsive documentation and, in some cases, Covid-19 testing. Their ongoing commitment to using Personal Protective Equipment every single day to keep people and staff safe deserves regular praise. Allowing fewer people to enter our doors means lower risk to everyone in a location. Montage committed early to minimizing movement of staff between locations. The employees who have remained with Montage have committed to working long hours and more days to ensure that our supports are not disrupted. An agreement made early on between Montage and its employees made many of these changes possible. Stricter measures



Alexandra Constantin
Director of Community Services and Development

At Montage, togetherness and community are the foundation of all that we do. The conditions in which we were called to do our work over the past year have challenged our core ability to connect. Montage staff have continued to provide an essential support service to the people we support, even under extreme conditions. Continuing operations required not only dedication and hard-work from everyone, but also ingenuity, resilience, flexibility, and resourcefulness.



UNMASKING RESILIENCE

The sudden lockdown implemented in March of this year drastically affected person-directed planning, which is a keystone service provided by Montage. Person-directed planners, despite being unable to meet the people they support, continued to stay closely connected and provide meaningful resources. Disruption to the services has been minimized by the use of online resources for the facilitation and development of person-directed plans.

Paradoxically, the shift to internet-based meetings has come with its share of silver linings – it removed barriers and welcomed friends, family and community members in a less conventional way, despite the restrictions. This was made possible by the creativity and dedication of everyone involved. “We’re all in this together” and “All hands on deck” are phrases that have been tossed around long enough to become cliché, but could not be more true when describing the mind-set of Montage staff over the past year.

Montage has maintained its position as a leader in person-directed planning. We are often invited to facilitate workshops on person-directed planning training for agencies in the sector. This year Montage planners were invited to present comprehensive sessions that describe our community-first approach to planning, including all aspects of the process through to implementation. Through these symposia and other interactions, Montage continues to provide practical expertise to agencies in the Greater Toronto Area.

As we continue to adjust to the current conditions, it is important to consider that isolation impacts us physically, socially, mentally, and emotionally. This is especially true for the individuals we support. We've had to get creative in how we provide support, often times in a virtual form or under social distancing conditions.

Believe it or not we've even had some fun, with nature walks, outdoor movie projections, music, and back-yard concerts, gardening and décor competitions. While the routines were dramatically disrupted by the COVID-19 pandemic, everybody at Montage contributed by finding new ways to enrich the experiences of people we support. Daily online events were implemented and enthusiastically attended, such as: yoga, meditation, mindfulness, dance and movement, battle of the DJs, and special guest artists for music sessions, signing lessons, late lunch laugh lounge, game nights, dance party, sign language classes, to name a few. The past year has changed almost all aspects of our lives and society, requiring dramatic adjustments from our team. The unprecedented circumstances have unveiled a key resource within our staff – a resilience that allows them to deliver the highest quality of supports.

As we continue to work under the constantly-changing conditions, donning PPE, washing our hands, and keeping physical distance, one thing that has come shining through is the adaptability and dedication of the Montage family. COVID-19 has put us all through a test over the past year, but it has also unmasked the powerful resilience within our staff, the people we support and our community.



Photograph from photo library, photos taken via ZOOM



*Iryna Kunets, Director of Human Resources
Montage Support Services Annual Report 2019/2020*



Library photos prior to March 2020

While The Covid-19 pandemic brought a lot of uncertainty and forced the world to adjust to a new normal – personally and professionally. While many of us can admit that they have been through some difficult times before, the rapid global spread of the novel coronavirus has brought a troubling new twist. Unlike a flood or a tornado, the virus doesn't hit once and go away. It lingers, leaving organizational leaders and employees uncertain about their next steps.

As the virus was spreading across our communities, we all teamed up to reshape our services and operations and choose the best possible route for further development focusing on providing the people supported with the supports they need and to ensure minimal disruptions or changes in services. We all continued working through the pandemic storm and achieved good progress in various areas.

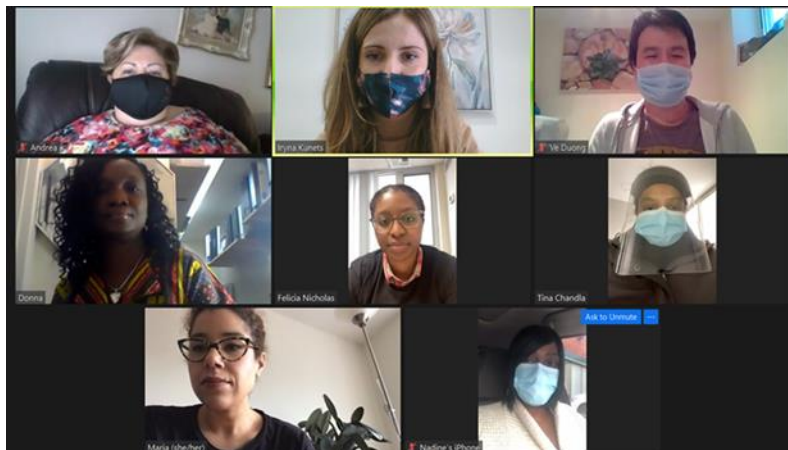
Montage Support Services and OPSEU recognized the unprecedented challenges posed by COVID-19 Pandemic and signed the Excess Hours of Work Agreement in May 2020. The agreement helps to ensure that sufficient staffing levels at the locations are maintained. Montage Select Committee on Racial Understanding was initiated in the summer of 2020. The Committee's goal is to help to ensure an inclusive, diverse and equitable workplace. It will provide assistance in identifying imbalances or barriers that may exist in the community and in the organization and make recommendations to remove them; building awareness, promoting and celebrating cultural differences.

We also continued addressing Pay Equity and kept closing outstanding wage gaps for the specified job classifications. The appropriate wage rate adjustments were applied in November 2020.

Pivoting during COVID-19 required a fast change of focus of the recruitment process, new directions and new thinking were needed. We hosted a Virtual Job

Fair on Zoom with a great number of qualified and skillful participants in November 2020. Montage involved Oxenham Consultants Inc. Services and utilized the screening tool for the selected candidates. The ServiceScreen™ provides an efficient and economical solution to the challenge of targeting and screening a high number of potential candidates. We have created a customized process that integrates online structured interviewing with psychometric profiling to produce a well-rounded, consistent approach to each candidate.

The Select Committee on Racial Understanding



The selected Executive Committee comprised of Montage staff are:

- Felicia Nicholas
Co-Chair
- Iryna Kunets
Co-Chair
- Donna Davis-Rowe
Secretary
- Tina Chandla
Communication Specialist

In summer of 2020, under the direction of CEO Tullio Orlando Montage Support Services put together a Select Committee on Racial Understanding to ensure any racialized concerns with the sector of developmental disabilities would be addressed.

Together with other staff and board members this committee is dedicated to addressing racialized concerns within anti-racist, anti-sexist, anti-classist, anti-oppressive lens and practices. It is the group's intention to ally themselves with advocates and promote beliefs with social justice, equity and inclusion. The main goals of this committee are to identify racialized concerns, oppressive barriers and shine light through awareness and knowledge.

Their contact information will be included in our Dreamweaver newsletter in that all staff members have access with any questions, suggestions, or concerns.

Email: selectcommittee@montagesupport.ca



Michael Mackenzie

Making Work Work – Employment Navigation and Volunteering Initiative

Outreach/Collaboration

- Accessed as a resource to the Youth Employment Partnership (YEP) through City of Toronto, to present our DISCOVERY approach to employment navigation (also active member)
- Active member of Supported Employment Alliance (SEA) – social media and networking
- Our adapted Food Handlers certificate program in partnership with Toronto Health had one group of 15 graduates in the early part of the year
- Eva's Phoenix Program – MWW developed and facilitated a full day session on *CORE GIFTS as a Guide to Employment* for marginalized at risk youth with intention of presenting 3 times/yr
- Montage was interviewed as a guest on the CORE GIFT INSTITUTE (link) [POD CAST](#), hosted by Bruce Anderson. Core Gifts has an international following and Montage has participated in a number of workshops in the last few years.
- Modified version of our *Paws for Compassion* Social Enterprise - Partnered with EDUCANINE as a mentor training facility. One young man completed the mentor program just as an interest based venture, and one woman is currently on hold for part two of mentorship at a doggy daycare

Employment Highlights:

- Milestone 2nd year anniversaries for two of our participants who had previously been deemed unemployable by other employment support agencies
- Contract renewal for a participant who works as a Child Care Assistant (5years)
- Todd Smith, the Minister of Children, Community and Social Services visited Royal Home Hardware, one of our Employment Partners, for an onsite tour and interview as part of Disabilities and Employment Awareness month
- This was our third year involved in The Lansdowne Cone summer work experience

New Volunteer Partners:

- Royal Ontario Museum, Young People's Theatre, Chartwell Gibson Senior Care, Kensington Health Services and Extendacare Bayview
-

- Lockdown resulted in the missing our usual events Woofstock, Doors Open, LUMINATO and TIFF

Covid Impact:

- No new job seekers at this point
- Sustaining relationship with current employer partners to ensure our participants have jobs to return to
- Accessing on line training platforms i.e., a young man who wants to work in the brewery industry, is taking on line course (with support) and 1:1 coaching in level one Brew Masters certification.



*Todd Smith
Minister of Children, Community and Social Services
Photograph from photo library, prior to March 1, 2020*



Laura Tonelli, Events & Public Relations
Montage Support Services

The global pandemic that swept across our province in March of 2020 has forced us all to live, think, and work differently.

As days turned into weeks and months, the need to “communicate” on all levels to remain connected-apart” demanded a new approach.

Daily virtual meet ups have created community activities main a non-intrusive opportunity of remaining active as well as nurturing the interests of people supported. As we all learn to live differently, we remain purposeful in the realm of all of this. Working with staff, coordinating virtual activities for all locations. Keeping everyone connected electronically with our newsletter; engaging other community agencies and professions to contribute with services and expertise is truly a coming “together-apart”. We continue to forge ahead with “business as usual” and offer staff and people supported a safe environment to work and play. We continue to orient and introduce our youth to our services through co-op programs. Apart from weekly virtual activities, a wellness webinar with experts in their professional fields to support all staff, was offered; and as we maintain public awareness for what we do. We will look to include “real-life” stories of people supported to celebrate abilities and similarities.

Although our main fundraising event, “What’s Your Dream?” has had to be postponed; fundraising initiatives may require us to go virtual as well. Our social media platforms continue to engage public interest. Follow us on Facebook, Instagram, Twitter, LinkedIN, and YOUTUBE.

The sharing of activities that are taking place both virtually and within locations, have instilled a camaraderie among staff and people supported; and as we continue to keep each other safe and connected, and the words that separate and label are being replaced with “we are in this together”.

MONTAGE AND PUBLIC RELATIONS

A 4-week “Relationship Building” opportunity through Montage Public Relations and a local high school’s Community Service program was coordinated by Community Living and Montage, Making Work Work. The discussion group brought members of the Relationship Group and students from The Bishop Strachan School together with an experience they hope to take part in annually.



Photograph from photo library, photos taken February 2020.



A year ago, Tameika didn't even know how to hold a pen. Through planning and determination of her team, she is now writing her initials.

“This is one of those moments that keeps us moving and reflect on why we do, what we do!”

In September of 2019, direct support staff Donna Davis and Marilou Veracruz, Community Services Liaison, together with Public Relations coordinated an inclusive fashion runway show for the community. The free admission event raised \$500 from raffle and fashion sales. The funds were used to purchase a “Tablet” for Tameika that was presented to her at an all locations social hosted at Montage celebrating “Halloween”!

Photograph from photo library, photos taken October 2020..

STATEMENT OF OPERATIONS IN NET ASSETS FOR THE YEAR ENDED MARCH 31, 2020

Charitable No. 896765591R R000 1

REVENUE	2020	2019 (Restated)
Ministry of Children, Community and Social Services	\$12,951,299	\$12,159,516
Ontario Disability Support Program	\$ 807,520	\$ 775,091
Other Operating Revenue	\$ 2,130,153	\$ 1,570,441
Deferred Revenue	\$ 127,807	\$ 127,807
TOTAL REVENUE	\$16,016,779	\$14,632,855
EXPENSE		
Salaries and Benefits	\$11,164,223	\$10,405,890
Services	\$ 3,457,399	\$ 2,961,002
Supplies and Equipment	\$ 568,048	\$ 712,747
Transportation and communication	\$ 277,855	\$ 245,595
Other	\$ 11,726	3,860
Amortization	\$ 236,896	\$ 209,966
Bad Debts	\$ 42,027	\$ 75,709
Mortgage Interest	\$ 8,343	\$ 9,063
TOTAL EXPENSES	\$15,766,517	\$14,623,832
NET REVENUE for the year	\$ 250,262	\$ 9,023
NET ASSETS, beginning of the year	\$ 28,494	\$ 19,471
NET ASSETS, end of the year	\$ 278,756	\$ 28,494

