





2022-2023 Annual Report

Our Story
Our Services
Our Communities
Our Plan

Our Vision

At Momentum, our focus is on Enhancing Futures of persons with Intellectual and/or Developmental Disabilities (I/DD) and their families. #EnhancingFutures

Our Mission

We envision a future where persons with I/DD are active participants in their communities, regardless of their ability

their communities, regardless of their abilities. Persons with I/DD will have the necessary opportunities, and supports where required, to meet their individualized needs.

Our Core Values

integrity

We are open, honest, and respectful in our interactions with residents, families, communities, and one another. We give each other the benefit of the doubt and take pride in our work.

quality

"Good enough" is never good enough. We continually seek to implement best practices as we strive to deliver the best quality of care for each individual. Each day we are committed to delivering our services at the highest standard of care, just as we would expect when seeking support for our own loved ones. It is the right thing to do.

community

We care about where we live and work, and we celebrate the accomplishments of our team and others in the community. We want to make our corner of the world a better place to be. We are prepared to invest time and money into helping our community grow.

action

We value big ideas, innovation, and 'out-of-the-box' thinking. We strive for efficiencies and always look for a better way. We are driven to succeed because of our shared desire to make a positive difference in the lives of others.

fun

We all contribute to making our workplaces enjoyable. We find moments to celebrate our successes, both personal and professional. We know the power of laughter to bring positive energy into a room and a relationship, and we have a desire to find joy in our day to day lives.



Anne WhelanChief Executive Officer

The last few years have certainly taught us all about the importance of delivering care when and where people need it. As CEO of Seafair – the parent company of Momentum - I am proud to present our annual report and share my heartfelt appreciation for your support.

At Momentum, our unwavering commitment to exceptional care for individuals with intellectual and developmental disabilities remains paramount. Throughout the year, we have worked tirelessly to create an inclusive environment that fosters growth, empowerment, and inclusivity. We have implemented a comprehensive range of person-centered services, supporting daily living skills, community integration, and independence. Our goal is to make a lasting, positive impact on the lives of those we serve.

We know there are many other gaps to fill in our community care system. That's why, over the last year, we have worked with our sister companies to identify ways we can strategically work together to address more of the needs we see every day – including mental health services, emergency placements, and family respite care. Over the coming year, we will be integrating these crucial services to address the holistic well-being of our community.

These new service areas align with our vision of making care better by creating an inclusive and supportive healthcare ecosystem. Collaborating with our employees, community health providers, the provincial health authority and other government and community agencies, we can strengthen our impact and reach. Together, we will build a sustainable framework for the future.

I extend my deepest gratitude to all our stakeholders for their unwavering support, dedication, and collaboration. Together, we have built a compassionate community that celebrates diversity, promotes well-being, and ensures no one is left behind.

I am immensely proud of the team at Momentum for their transformative work in supporting individuals with intellectual and developmental disabilities. With our expansion into mental health and family respite care, we are poised to make an even greater impact. We will continue to champion inclusivity, empowerment, and a future where every individual receives the respect and care they deserve.

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Chad PerrinExecutive Director

While the 2022 calendar year saw some challenges within Newfoundland and Labrador, within those challenges are opportunities to work together to accomplish amazing things. Our healthcare systems announced this past year plans to meet the needs of Newfoundland and Labrador based on the challenges the systems and healthcare professionals have been facing. The "Health Accord NL" outline has a vision and plan for how to evolve and reimagine health services in the province, and just as the healthcare system is evolving, Momentum has been listening to our clients, families and stakeholders and is evolving along with it. In the early summer of 2022, Momentum began a pilot project with NL Health Services to support individuals to be as independent as possible, in a new service called "Supportive Independent Living", or "SIL". This new modality has the potential to support individuals who don't require 24-hour care but may need access to 24-hour support depending on their level of need. Initial feedback on the pilot has been quite promising, and as word has gotten out on the new platform a great deal of interest has begun. As a result, the pilot project has grown, and we are eager to see where this exciting new approach to care will go.

One of the things we have heard most this past year is that individuals and families are frustrated with the lack of options and choices when it comes to the type of care they receive. The supportive living project is just one way Momentum has responded to this concern with plans for developing more options in the future, and we continue to work with NL Health Services to offer more creative solutions over the next year.

Throughout this document you are going to see stories about the amazing work our clients and staff have been doing over the course of this year. I cannot convey to you the sheer magnitude of pride I have for everyone that is a part of this organization. Our Developmental Support Workers do an incredible job of putting the care for our clients first. Our clients are doing some amazing things from building employment opportunities for themselves, to leading community engagement and donation efforts, to volunteering at various partner groups. Every day I hear stories of the wonderful ways our clients demonstrate how they make the communities they live in a better place, and we have an exceptional team that work in the background to support those efforts. As the organization continues to grow, you will see and hear more about the activities our clients and staff are doing near you.

If you would like to work with us, or if you are part of a group that would like to work together in some way, please feel free to reach out to our team at info@momentumsupport.ca to identify your vision for working together. As you read this report, I'm confident you will be proud of the work that has been done so far and will be eager to learn more about what the future has in store for Momentum!

Our Story

For more than a decade, Momentum has been providing residential care and support to persons with intellectual and/or developmental disabilities (I/DD). We are a Newfoundland and Labrador based company that saw an increasing need for our client demographic, and took action to serve those needs. We continually look for new ways to serve and create capacity in our community.

From a provider lens, some of the increasing needs we have noticed include the requirement for service coordination, the need for a higher level of training for support workers, as well as the need to focus on competency-based development & management of front-line support staff. In recognizing the rise in complex needs, the organization began building and recruiting specialized resources to help these individuals and families. Momentum utilizes an evidence-based approach; our industry-leading practices were recognized during our program's national accreditation.

Momentum strives to be a leading practice organization with our approach developed based on our Mission, Vision and Core Values. Momentum is a community care venture under Seafair Capital - designated a Best Managed Company in Canada. We started operating under our sister company, CareGivers Inc., and were separately incorporated and licensed by the Eastern and Western Regional Health Authorities in 2019. We are proud of our roots and continually strive to work with our sister companies to better serve our community. To learn more about our parent company, visit www.seafaircapital.com.

we are stronger when we work together

Our Collaborators

Momentum is part of a group of community of care ventures, which fall under the umbrella of Seafair Capital. These accredited organizations are grounded in community-based care and span operations in the delivery of patient and client-centric community, home, and residential care.















Our Services

Momentum Developmental Support began as residential-care for adults with disabilities. Our team quickly learned that these vibrant, complex individuals do not just need housing and supervision. Rather, they needed a team who understood their abilities and mental health experiences. So, we adapted to meet our clients where they are. We created spaces where people have the support to meet their own opportunities with independence and dignity.

Momentum Developmental Support provides care and community support to adults with disabilities with a strengths-based, trauma-informed approach. We have developed tiered living arrangements – because not everyone needs 24-hour care – and engaging programming, which works to strengthen the skills base and interests for each individual.



ASSESSMENT

We use an individualized strengths and needs assessment to confirm the level of care needed, plan individualized services, create realistic, attainable goals for the individual and review as clients needs change.



SUPPORT

We utilize trauma informed, positive behavioural support strategies for our clients. Our team receives extensive training and continuing education to ensure they have the skills to support individuals with intellectual and developmental



OUTCOMES

We are committed to constant innovation and improvement utilizing the specialized outcome monitoring software,
ShareVision. This ensures secure management of client data while allowing us to measure and report on progress in real time.

Individualized Living Arrangements

Momentum offers Individualized Living Arrangements (ILA), a residential option for adults with intellectual and/or developmental disabilities (I/DD), who do not live with their families or guardians.

Individualized Living Arrangements allow for one-to-two individuals to share the same home with the support of a Home Manager and Developmental Support Workers who provide daily care in a supportive environment. This long-term solution is meant to be a flexible program, striving to meet individual needs, while encouraging as much independence as possible.

Supportive Independent Living

Momentum offers Supportive Independent Living (SIL) arrangements as a community-based option for adults with intellectual and/or developmental disabilities (I/DD). This semi-independent living option allows people with I/DD to take care of many aspects of their own day-to-day lives, but with some support from highly-trained professionals.

Our Independent Living Philosophy

At Momentum we believe:

Individuals with I/DD should reside in the least restrictive residential option possible, utilizing their existing skills to maximize their independence.

Large institutional environments are not appropriate places for individuals with I/DD to live.

Residential living should enhance the future of the individual by ensuring inclusion in the community and facilitating greater independence.

Individuals with I/DD require supports and services to assist them in aspects of their daily living, and/or in acquisition of new skills.

Individuals with I/DD may require lifelong supports and services to enable independent living to the fullest extent possible.



Emergency Placement Options

At Momentum, we know living situations can change significantly and quickly. In the case where primary caregivers (ex: parents) age, begin to have medical problems, or any other reason preventing them from providing care for their loved ones, Momentum can help.

In cases where the family or guardians can no longer care for their loved one with I/DD, Momentum maintains a limited number of options to support emergency placements. Placements are coordinated through the Regional Health Authorities to ensure families have options for their loved ones' care.

Our Communities

Our Locations

We are proud to serve clients across the province in:

- St. John's
- Whitbourne
- Placentia
- Pasadena
- Corner Brook
- Stephenville
- St. Anthony



Our Corner of the World

Momentum is committed to investing in our communities. We look for opportunities to work with community partners in order to enhance the futures of those within each community and to better support individuals with I/DD. We know that the term "community" is more than a place. A community is also a group of people that share common identities, characteristics, goals, interests, values, and more. We want to make our corner of the world a better place to be and strive to support community partners who do the same.



The Momentum Team partnered with the Community Mental Health Initiative (CMHI) in Corner Brook to host a Yard Sale in Pasadena. Over \$1500.00 was raised for CMHI, to support our community, and to have FUN!

Our Communities

Community Connections



Staff and clients created cards to disperse to those in need of comfort within the community.



Home Managers volunteered in Placentia during Winter Fest.



Staff in Corner Brook took part in the Ässociation for New Canadian's Conversation Café.



Clients and staff in Stephenville supported the Women's Centre with stockings.



Momentum took part in the Active for Autism Walk in support of the Autism Society of NL.



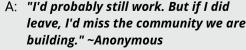
The Seafair Group of Companies participated in the Downtown St. John's Christmas Parade.

A: "I'd probably still work. But if I did leave, I'd miss the community we are

- Association for New Canadians
- Autism Society of Newfoundland and Labrador
- Avalon Employment
- Canadian Mental Health Association – Newfoundland and Labrador
- Center for Innovation in Population Health at the University of Kentucky
- Chamber of Commerce St. Anthony
- Coalition of Persons with Disabilities (COD-NL)
- Community Education Network Southwestern Newfoundland Housing Stability Initiative
- Community Mental Health Initiative
- Department of Health and Community Services - Services for Persons with Disabilities
- Easter Seals NL
- Empower the Disability Resource Centre
- The Gathering Place
- Inclusion Canada NL
- National Association for Developmental Disabilities
- Newfoundland & Labrador Down Syndrome Society
- The Pottle Centre
- Praed Foundation
- Special Olympics
- Vera Perlin Society



Q: "If you won the lottery and decided to leave Momentum, what would you miss most?"





Our Momentum Community

The Momentum Centre

The Momentum Centre is a place and space where members of our organization can connect to foster personal development and social inclusion for the individuals we support. We focus on hosting social events that create a sense of community while practicing our core value of FUN. Activities include arts and crafts, birthday parties, movie nights and family style meals, just to name a few. The Centre is as much a concept as it is the physical space in which we gather; it is the coming-together of clients, Developmental Support Workers, and management. Momentum Centre is held in various venues within the communities that we operate in, such as rental spaces, bowling allies, and public parks.





We recently opened a Centre at one of our Corner Brook locations. One of the main benefits of The Momentum Centre is the positive impact it has on the emotional well-being of our clients. The Centre allows them to build friendships, enjoy social activities and practice life skills. This enhances our client's self-esteem, independence, confidence and interpersonal skills. With innovative thinking and hard work our management team has what it takes to faciliate

activities at The Momentum Centre that we would want for our own loved ones. We have truly created a community where we are making our corner of the world a better place to be.

Client Survey Says:

I like the community activities that I am able to take part in.	Yes: 60%	Sometimes: 35%	No: 5%
I am satisfied with the amount of community activities I am offered to take part in.	Yes: 95%	No: 5%	
I'm able to do the activities I want in the community.	Yes: 70%	Sometimes: 25%	No: 5%

Our Momentum Community

Those We Serve

We work together with individuals, their families, and community supports to deliver care aligning with each resident's unique needs and development goals.

Would you recommend Momentum to a friend who needed our services?	Yes: 90% No: 10%
I like where I live.	Yes: 80% No: 20%
I feel safe in my home.	Yes: 100% No: 0%
My home is setup to help me do things on my own (as much as I can).	Yes: 100% No: 0%
I believe my staff care about my well-being.	Yes: 95% No: 5%



Client Survey Comments

"Momentum and their staff have been the best thing to happen in my son's life and I would recommend it to all people who could use the service. They keep my son's care and well-being in the forefront and we have seen great improvements in his life."



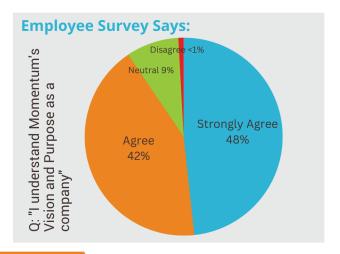


"I want to thank all of his staff and the Home Manager for taking such good care of him. They are amazing and attentive. I don't ever recall growing up with him and ever hearing him laugh until he came to Momentum. Thank you."

"I am so grateful for all the care and support that the client's team does for him. I know he is living his best life "

Our Staff

Our team consists of Developmental Support Workers, who provide support and supervision to allow as much independence as possible for our clients; Home Managers, who work to create opportunities for residents to learn and grow; and Administrative Support Teams, who provide team-based leadership ensuring quality service across all aspects of the organization.



Developmental Support Workers

Developmental Support Workers (DSWs) are at the core of our service delivery. They work directly with the individuals we care for, providing prescribed support and supervision, while helping residents be as independent as possible. Developmental Support Workers help residents by encouraging and facilitating involvement in recreational and educational activities, household chores, and money management. They advocate on the resident's behalf and maintain homes so they are clean, safe, and hazard free.



Patsy Carroll, DSV Placentia, NL

"...I enjoy seeing others being able to enjoy life to their full ability.

What I enjoy about my role with Momentum is helping the clients have a good quality of life. I feel very proud to think that I am doing what I can to make a difference. It is a rewarding job."

"Patsy displays exemplary commitment to our Core Value of Quality for our client and organization. She loves her job and takes pride in everything she does; she is to be commended for her dedication to her role as a hard working, compassionate and reliable DSW." ~Heather Murphy, BHC

"I have had the great pleasure to support incredible clients, learned, and above all I enjoy every moment spent with them. Momentum has been a great experience. Being a carer is not only about caring but having empathy, love, open mindedness and professionalism."

"Cindy is so caring and fun to work with. She makes work very enjoyable and the client loves her. Cindy is very good at communicating with staff which is really important and she is so compassionate and hardworking. Cindy is so positive and always in a good mood which makes the environment of the home so happy and healthy." ~Coworker



Cindy Abissah, DSW St. John's, NL

Our Staff

Momentum Developmental Support is a collaborative team of people working towards the common goal of enriching lives for those with intellectual and developmental disabilities.

Home Managers

Our Home Managers are responsible for supervising a home that is emotionally supportive, socially stimulating, and conducive to skill building and adaptability for our residents. Their goal is to create opportunities for residents to learn and grow, and to ensure Developmental Support Workers provide therapeutic support, while enabling residents to meet their individual goals. Home Managers train and supervise the Developmental Support Workers and ensure we offer industry-leading service to the individuals in our care.

Strongly Disagree <1% Disagree 3% Neutral 12% Strongly Agree 40% Agree 44%



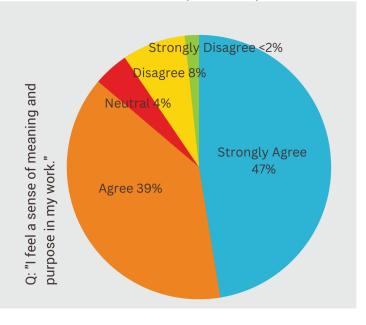
Q: "What was your proudest moment at work in the past year?"



A: "I am most proud of my team, how they've grown and their commitment to each other, the team, the clients, Momentum.

Support Team

Our Operations Support Team manages a range of functions including scheduling, payroll, benefits, recruitment, information technology, community engagement, training, and more.



Our Quality

Employee Survey Says:

- Q: Day to day decisions at Momentum demonstrate that quality and improvement are top priorities.
- A: Strongly Agree 35%

Agree 35%

Neutral 27%

Disagree 12%

Strongly Disagree 7%

Q: Does your manager support you to do your job well?

A: Yes: 78%

No: 22%

- Q: Do you see yourself working with us in two years?
- A: Yes 68%

No 32%



"Working with individuals who have an I/DD brings with it a bunch of unique challenges as well as opportunities. It's never easy to experience someone struggling through challenges and moments of crisis. But the rewarding part is being able to work together with a great team of people, providing quality person-centred support, and watching the people we serve thrive! My job is more than a job. It allows me to be a part of something bigger than me."

Brian Lopes, Home Manager Stephenville, NL



"Momentum has such a sense of community and I feel lucky to be part of such a wonderful group and work with some of the most caring, professional people there are and in return, make my job a lot easier. I love what Momentum stands for and the strides they are making to fulfill the lives of Persons with Disabilities."

Angel Hedderson, Home Manager St. Anthony, NL



lessica Noble, Training Manager St. John's, NL

"I've had the pleasure of working with a number of DSWs the past few years and always enjoy seeing them enhancing the futures of our clients and becoming more confident in their abilities. My goal was always to support the DSWs to succeed in providing quality care in a safe environment. I look forward to continuing to work together."

Client Survey Says: 90%

of clients think that staff have gotten the training they need to do their job.

Our Training

Over the last year, Momentum has made a tremendous amount of progress with employee training and development, including the development of a Training Manager position, to manage and develop training curriculums for Developmental Support Workers and management employees. We also successfully launched a new online learning platform - Practicare (formerly known as CARA). This service gives us the ability to offer self-paced training to employees and offer quality care to our clientele.

In May 2022, we conducted a survey with all Developmental Support Workers and management to give our employees a voice in their training. The results indicated that most employees enjoy our online learning platform - Practicare and would also like to avail of more instructor-led (classroom) training opportunities.

Based on feedback from employees, other stakeholders, and the needs of our clientele, our training plan for 2023 involves changes to the Practicare modules, as well as instructor-led (classroom) training opportunities. Some of the trainings include, Code of Ethics, Delegation (as needed), Mental Health First Aid, Non-Violent Crisis Intervention (NVCI), Positive Behavior Support, and others. This will assist our employees in being the best in their field by giving them the training to support individuals with I/DD and their families.

We know that to support Momentum's vision of Enhancing Futures of persons with I//DD and their families, continuing to enhance and develop our training opportunities will be ongoing.

There are nine mandatory instructor-led training sessions that are required to be completed by all front-line employees and Home Managers:

- Code of Ethics
- Delegation (as needed)
- Emergency Response Drills
- Emergency First Aid
- Mental Health First Aid
- Non-Violent Crisis Intervention (NVCI)
- Orientation (DSWs)
- Supervisory Management Skills Program (Home Managers)
- Positive Behavior Support, and Team Meetings

TRAINING METHOD	# Of Training Hours per DSW Per Year	# Of Training Hours per Home Manager Per Year
Instructor-Led Training (Mandatory)	108.5 hours	208.5 hours
Virtual Training (Mandatory)	60.4 hours	60.4 hours
Instructor-Led Training (Optional)	48 hours	48 hours



Living Our Values

Momentum SUMMIT 2023

In January 2023, Home Managers and management from across our province gathered for our first annual Momentum Summit!



We believe that we are stronger together, and we know the importance of investing in our team to better enhance the futures of persons with Intellectual and/or Developmental Disabilities (I/DD) and their families.

Our Core Values of Integrity, Quality, Community, Action, and Fun, acted as our compass and helped us focus and gain clarity on our next steps. The benefits of collaboration and to be able to connect with our team members in person again are immense. We were able to hone in on each others' strengths, and see that we are all a part of a much larger picture. Fostering that sense of belonging helps us all continue towards our goals. Together, we are creating a future where persons with I/DD are active participants in their communities and have the necessary opportunities and supports.

This Summit energized our efforts, focused our goals, and fostered all of our sense of belonging within Momentum Developmental Support. We are doing great things, things worth sharing and celebrating! We all have important parts to play and bring unique abilities to the table. Our Summit was the bringing-together of our strengths, abilities, passions, values, and experiences. It allowed us to successfully launch into 2023 ready to enhance more futures. We look forward to continuing to build the community of Momentum, and *Momentum* in the community.

Momentum is proud to work with the Autism Society of NL (ASNL) as a community partner.







Momentum Summit 2023 was held at the 365 Greenhouse, a rental space available through the Autism Society of NL.

Food for the conference was ordered through *The Pantry,* a social enterprise of the Autism Society of NL.

Living Our Values



fun: We know the power of laughter to bring positive energy into a room and a relationship...

community: We celebrate the accomplishments of our team...

integrity: We are open, honest and respectful in our interactions...

action: We strive for efficiencies and always look for a better way...

quality: We believe "good enough" is never good enough...







stronger together....

People are at the core of everything we do. We came together to celebrate employees who reached milestone years in 2022, as well as our Core Values Award winners. We held events in St. John's, Placentia and Corner Brook.



1 Year Plan - 2022

Perspectives	Strategic Objectives	Targets	Outcome by End of 2022
Learning and Growth	Creating a Performance- Based Culture	Increase number of in- person instruction hours	2021 average in-person instruction hours/year: 16 2022 average in-person instruction hours/year: 32
	Implement a Competency Based Supervision Assessment	80% of home managers	Home Mangers: By working with our community partners a new performance evaluation was identified in the fall of 2022. However, implementation did not begin occurring until 2023.
		80% of DSWs	DSWs: all applicable DSWs (past their probationary period) had the newly identified assessment completed and on file by year's end.
Internal Processes	Develop strategies to ensure adequate staffing levels	Reduce Employee Turnover	Employee turnover: 56.4% for 2021 53.1% for 2022 The average turnover rate for service providers supporting persons with I/DD is between 40-70%. While Momentum is on the lower end of this scale, further efforts should be explored to reduce turnover.

1 Year Plan - 2022 continued

Perspectives	Strategic Objectives	Targets	Outcome by End of 2022
Client	Incorporate person and family centered care into practice	Incorporate client feedback via satisfaction surveys and annual report	Satisfaction survey results are part of the Annual Report process with over 86% (2022) / 93% (2023) of respondents identifying they are getting the support they want in their homes.
	Successful third-party re- accreditation	Re- accreditation by end of reporting cycle (Fall 2022)	In progess – our former third-party accreditation body was Accreditation Canada. We made the decision to use CARF International to have specific programs under Momentum accredited (E.g., Community Housing, Supportive Living). We were booked for CARF to complete the survey July 12-14, 2023. While the accreditation cycle was not completed in the initial timeframe, we are on track to have our accreditation process completed within 2023 and our services remain accredited.
	Develop and implement innovative/ cost effective new programming	Implement at least one new program for "Creating Capacity" presentation	Proposal for a Supportive Independent Living Pilot was presented to Eastern Health and approved. Project has been running since late Spring/ early Summer 2022.
	Expand into one new geographic market	Expand into one new geographic market	Begin offering Individualized Living Arrangement services in St. Anthony area in late Spring/early Summer 2022.

Victories and Lessons

Victories from 2022

- Reduced 24 hour and overtime shifts
- Improved employee morale and engagement
- Opened new Individualized Living Arrangement in St. Anthony
- Launched Supportive Independent Living
- Served new clients
- Added new Training Manager and Community Engagement Coordinator positions





Lessons Learned in 2022

- Onboarding and training plans need to be continually reviewed to identify and fill gaps.
- Recognizing employees and building our team is a key component to our continued success.
- Embracing the collective strength within the Seafair Group of Companies can help us find efficiencies to provide better care for our community.
- Finding suitable and available housing is vital to create more opportunities for clients.



Our work is made possible through community and business partners that offer housing options that enable safe and healthy environments for our clients to live and grow.

Momentum Development Support is currently expanding their partnership with property owners to create more opportunities for clients. An overview of the desired home/apartment criteria and locations can be found by scanning the QR code.



1 Year Plan - 2023

Perspectives	Strategic Objectives	Targets	
	We offer the best employee development opportunities	Increase Instructor-led training hours	
Learning and Growth		Add new online training modules to support persons with I/DD diagnosis	
		Develop Home Manager mentoring program for DSWs to support career development	
Internal Processes	We are investing in our infrastructure to support our growth	Implement new electronic health record: Therap Canada	
Client	Expand into new geographic market Be	Open 2nd Supportive Independent Living site in NL	
		Open 1 Emergency Placement Home in NL	
		Begin offering services in Nova Scotia	





follow us!









Contact

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