



ANNUAL GENERAL MEETING REPORT

01 APRIL 2024 - 31 MARCH 2025

Albyn Home



Lynnett Home



Roywell Home



QUEST - A SOCIETY FOR ADULT SUPPORT AND REHABILITATION

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ABOUT QUEST



Quest – A Society for Adult Support and Rehabilitation is funded by the Department of Opportunities and Social Development (OSD) under the Disabilities Support Program.

Quest provides rehabilitation services to individuals with:

- Identified psychological, social, and/or behavioral problems
- Intellectual/mental health challenges who need additional skill development and/or improved social behavior

Quest provides holistic resident support services within a person-centered/directed model of care. Quest is staffed by caring and knowledgeable professionals working in multidisciplinary teams. Staff teams work closely with residents and their families to develop program plans designed to respond to the specific needs of each individual.

ABOUT QUEST



Quest operates four sites:

A 20-bed regional rehabilitation centre, two 4-bed small option homes, and a 3-bed small option home. Quest is also a collaborative partner with Nova Scotia Health Authority's Central Zone in the Community Transition Program.



BOARD OF DIRECTORS

Corrinner “Dolly” Mosher
Chair

Nadine Cooper-Mont
Vice Chair

Graham McOuat
Treasurer

Chloe Gagnon
Secretary

Angela Cooper
Board Member

SENIOR MANAGEMENT TEAM

Joseph Rudderham
Executive Director

Chelsy Flemming
Director of Human Resources

Cheryl Newcombe
Chief Financial Officer

Karen Strangward
Director of Policy & Education

Paulette MacMullin
Director of Nursing

Tim McFarland
Director of Resident Supports

Bruce Doary
Director of Facility Services

QUEST'S MISSION & VISION

QUEST'S MISSION

We specialize in helping people with complex developmental and mental health challenges to develop their personal goals and achieve community living.



QUEST'S VISION

Every resident and participant is able to fulfill their unique purpose in a community where they are valued, respected and belong.



CHAIR, BOARD OF DIRECTORS



Dolly Mosher

Fiscal year 24/25 came in like a lamb and out like a lion. Of most significance for the Board and the Society as a whole was the change in leadership at the Board level. In the spring, I was approached by our long-serving Chair, Ron Cooper, to take on the acting Chair role as

Ron gave notice that he was unable to continue due to illness. Unfortunately, Ron's illness progressed, and he passed away on October 10, 2024. My ascension into the full-time Chair Role was confirmed during the last AGM in April 2025, just days beyond this AGM's reporting period. Ron's shoes are certainly hard to fill as he was committed for so long to the betterment of our Quest community.

Our current Board is a complement of five, as two Board members retired in early 2025. Chantal Piercy and Patti Snow resigned from the Board, and I wish to acknowledge their valued contribution. Patti served for many years and was instrumental in effectively and passionately advising staff, and served as Board Treasurer in her final year on the Board. Chantal's term was shorter but very influential in matters relating to mental health and addiction. This expertise was significant as it related to Quest residents and our new venture servicing the homeless community in HRM. I wish to also acknowledge the service of Kim Howells, who served 30+ years and retired in the role of admin assistant to the Executive Director and to our Quest Board. Kim was incredibly efficient, and there was hardly a time when her Board minutes required the smallest of edits. Kim was soon missed upon her retirement in January 2025.

CHAIR, BOARD OF DIRECTORS

Our Board of five members persevered in 2025 as the Remedy took hold. Much was still unknown until the closure agreement letter was signed in late December 2024. This agreement put forward basic conditions/understandings of Quest's role and the role of the Department of Opportunities and Social Development (OSD), as both parties would work together to facilitate the transition of the 20 Quest residents to communities of their choice. The letter noted a 12-month timeline to accomplish the transitions and noted a 12-month buffer period under the assumption that more time may be needed. As of March 31, 2025, just two to three months into the process, OSD was actively staffing the various roles that would assist residents and families in the transitions to smaller community settings.

Recognizing the confidence OSD had in our Quest programs, OSD asked Quest if we would take on the operation of a 41-unit shelter village that was planned for a site on Atlantic Street in Dartmouth. Upon careful consideration and given the path to the closure of the RRC, Board members felt it was an opportunity to expand its program offerings. The new village site designated for individuals over the age of 50 opened in early September 2024, and the official opening in December 2024 focused on the dedication of the site in the name of Ron Cooper. It was a fitting dedication given Ron's positive impact on the many passions and volunteer roles he had.

The shelter and supportive housing communities grew from the first one to four by March 31, 2025, and given the complexity of standing up four operations serving more than 200 residents, a new not-for-profit society was created.

CHAIR, BOARD OF DIRECTORS

Atlantic Community Shelter Society (ACSS) was incorporated on July 29, 2024, and the existing Quest Board assumed the new Board responsibilities. As well, the Quest Management Team took on the leadership responsibilities for the new ACSS operations. The Remedy and the new line of business filled the plates of both the Board and Quest's senior leadership.

Quest remains committed to everything in its power to ensure successful transitions to the community for its 20 residents. This is no small feat, as each member of our Quest family requires careful and meticulous planning to address each need.

Uncertainty remains with respect to the time it will take to achieve the closure of the RRC facility, and this uncertainty is felt by staff, residents, their family members, and our Quest Board. This uncertainty does not deter us from our commitment to do our utmost as we assist in the OSD process and assist our Quest residents in their transition to communities outside of our Quest RRC community.

I want to thank my colleagues on the Board – Nadine Cooper-Mont, Graham McOuat, Chloe Gagnon, and Angela Cooper. Their efforts as we navigated the early stages of the Remedy and the setup of the new line of business – ACSS, were extraordinary. I also want to express my gratitude to the frontline staff, professionals on the Quest Multidisciplinary Team, and most importantly, our residents and their families for enduring the incredible change that is upon us.

On a final note, I want to thank the Quest Management Team and their leader/coach, Joe Rudderham. Their efforts put the Board's direction into reality. All the best in 25/26.

Respectively Submitted,
Dolly Mosher
Chair

EXECUTIVE DIRECTOR



Joseph Rudderham

2024/2025 was a year of significant change for Quest. The CUPE contract servicing RRWs, LPNs, and Kitchen/Housekeeping staff was signed on May 30, 2024. This new contract spanning the period between

April 1, 2021, to March 31, 2026, set forward a very detailed and time-consuming process of calculating retroactive wage payments and pension adjustments. The work to determine individual retro payments and pension adjustments over multiple years burdened our finance and accounting staff to the extent that reporting requirements lagged. One result was the inability to hold the 23/24 AGM before the end of the 24/25 fiscal year.

Compounding the challenges presented by the new CUPE contract, the Quest Board, recommended by the Quest Management team, decided to take on the establishment of a second not-for-profit society under the Societies Act. This new society – Atlantic Community Shelter Society was incorporated on July 29, 2024, and the first order of business was to operate a 41-unit shelter site at the former Kingdom Hall site located at 35 Atlantic in the Woodside Industrial Park, Dartmouth NS. Quest's commitment to support homeless individuals in this new program was deemed consistent with the nature of the support provided to residents of Quest programming. By the end of the fiscal year, the one village under ACSS grew to 4 villages supporting up to 200 individuals across the Halifax Regional Municipality. This growth was significant as most of the management effort was handled by the Quest leadership team and supported by a dedicated Board of Directors now governing two incorporated societies.

EXECUTIVE DIRECTOR

In June 2024, the Nova Scotia Human Rights Board of Inquiry issued an Interim Consent Order requiring a broad range of actions by the province of Nova Scotia to address the finding of systemic discrimination against persons with disabilities. Included in the Consent Order was the requirement to transition DSP participants residing in congregate living facilities into the community of their choice. The Department of Opportunities and Social Development – Disability Support Program (DSP) is required to close all Adult Residential Centres (ARC), Regional Rehabilitation Centres (RRC), and DSP Residential Care Facilities (RCF) in the province as per the timelines in the Consent Order.

DSP committed to supporting Quest with a one-year closure timeframe from December 20, 2024. This includes a targeted 12-month period for participant transitions and facility closure, and if needed, up to 12 months following to support any participants who may require extra time or assistance due to the complexity of their transition needs or challenges in securing community housing.

The Department noted this requirement pertains specifically to the closure of the congregate living facility, as mandated under the Remedy, and does not necessitate the closure of the Quest organization.

As the weeks progressed into the summer, we learned our Board Chair, Ron Cooper, was battling an illness that eventually took him away in the fall of 2024. In his honor, the first shelter village was named Ron Cooper Village, and it was dedicated in the presence of the new Minister of Community Services, Scott Armstrong, during a December 17 ceremony held at the village site. The event was well attended, and it paid tribute to a man who served his community and Quest extremely well.

EXECUTIVE DIRECTOR

On December 18, a day after the dedication ceremony, I, as Executive Director, signed the Closure Agreement Letter agreeing to:

1. Collaborate with the DSP Regional Closure Specialist, who will assist in facilitating the closure process. Attend regular meetings and maintain regular updates throughout the closure timeline to ensure compliance with closure requirements.
2. Appoint a designated Facility Closure Lead to oversee the Service Provider's activities related to the facility's closure and serve as the primary contact for the DSP Regional Closure Specialist.
3. Prepare and submit required documentation in collaboration with DSP during the closure process, including but not limited to:
 - a. Facility Asset Review
 - b. Infrastructure Condition Review
 - c. Staffing Assessments
 - d. Quarterly Reporting Documents
 - e. Other requested documentation that will aid in the coordinated closure.
4. Actively communicate risks and closure considerations that may impact transitions or timelines to the DSP Regional Closure Specialist as they come up to ensure appropriate problem-solving.
5. Work alongside DSP to promote the values of the Remedy and share DSP communications and messaging with families and support networks of individuals transitioning to community.

EXECUTIVE DIRECTOR

In addition, Quest agreed to make the following administrative adjustments during the closure timeline:

1. Acknowledge the updated RRC admissions policy, effective January 1, 2025, upon which no new admissions will be made to the facility.
2. Work alongside DSP to participate in the updated Occupancy Funding Model, which will include the requirement for an annual staffing assessment or, as necessary. The assessment will be conducted in coordination with the DSP Regional Closure Specialist to ensure proper staffing levels and stable funding will be provided during the closure transition period.
3. Any surplus funds will be returned to DCS annually following the completion of the organization's annual audit.

In the closing part of the agreement letter, DSP committed to continuing to fund and provide financial support to Quest during the closure timeline until all participants have transitioned to the community. As well, DSP committed to working collaboratively with Quest to support the closure and transition of participants and will work together to address any issues/concerns and support our Quest Board and leadership teams during this transitional period.

Staff were incredibly vigilant throughout this past year, as proven by the continued dedication to our residents in the face of the Remedy and the impact it will have on future programming.

EXECUTIVE DIRECTOR

Special thanks go out to our Director of Human Resources, Chelsy Flemming, Director of Policy & Education, Karen Strangward, our Director of Nursing, Paulette MacMullin, our CFO, Cheryl Newcombe, our Director of Resident Supports, Tim McFarland, and our Director of Facility Services, Bruce Doary. All these individuals on the Senior Management Team went above and beyond in keeping operations running as smoothly through a time of significant change.

On a final note, as I did last year and the years before, I want to express my sincere gratitude to all Quest staff and the Board of Directors for their continued commitment to the people we are privileged to serve. To the residents of Quest, I hope for the very best for each of you in the year ahead.

Respectively Submitted
Joe Rudderham BSc., MBA
Executive Director



DIRECTOR OF HUMAN RESOURCES



A MESSAGE FROM OUR TEAM

Over the past year, the Human Resources department has focused on strengthening the foundation of our organization by supporting our people, enhancing workplace practices, and responding thoughtfully to the evolving needs of our workforce.

Chelsy Flemming

Through collaboration, adaptability, and a continued focus on respect and accountability, the team has worked to ensure that employees across all Quest locations feel supported, informed, and valued.

As we reflect on the progress made this year, we also recognize the opportunities ahead. The coming year presents continued growth, innovation, and learning as we build on our successes and navigate change together, always with the goal of fostering a positive workplace culture and delivering high-quality services to the residents we serve.

DIRECTOR OF HUMAN RESOURCES

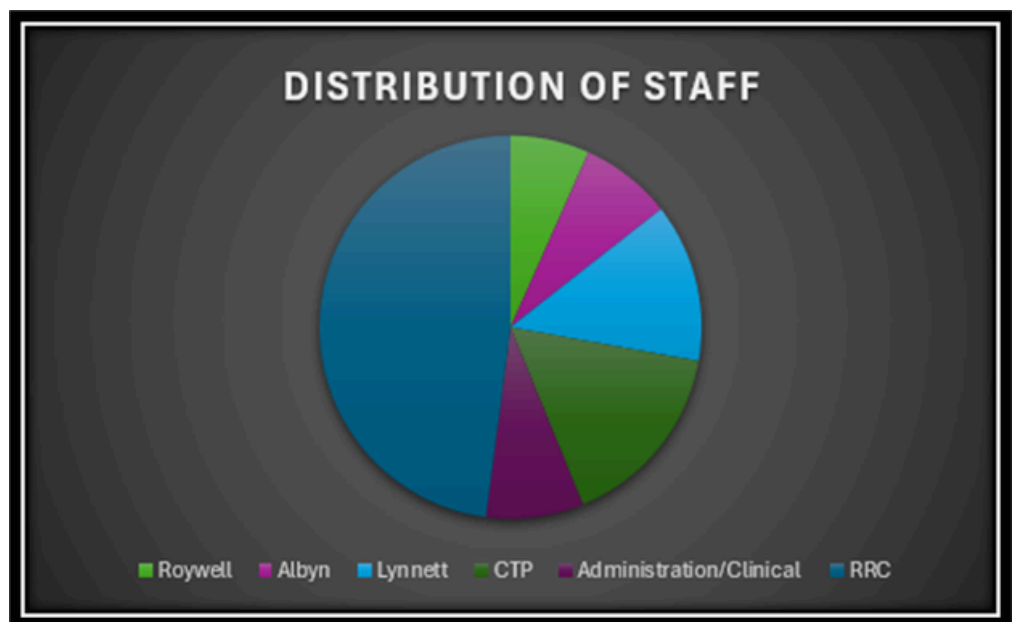
TRENDS IN THE WORKFORCE

During this fiscal year, Quest experienced a slight increase in staff, with the number of active employees rising to 194 from 186 in the previous year. This increase was driven by the growing complexity of the

of the residents we support as well as the successful recruitment and filling of previously vacant positions.

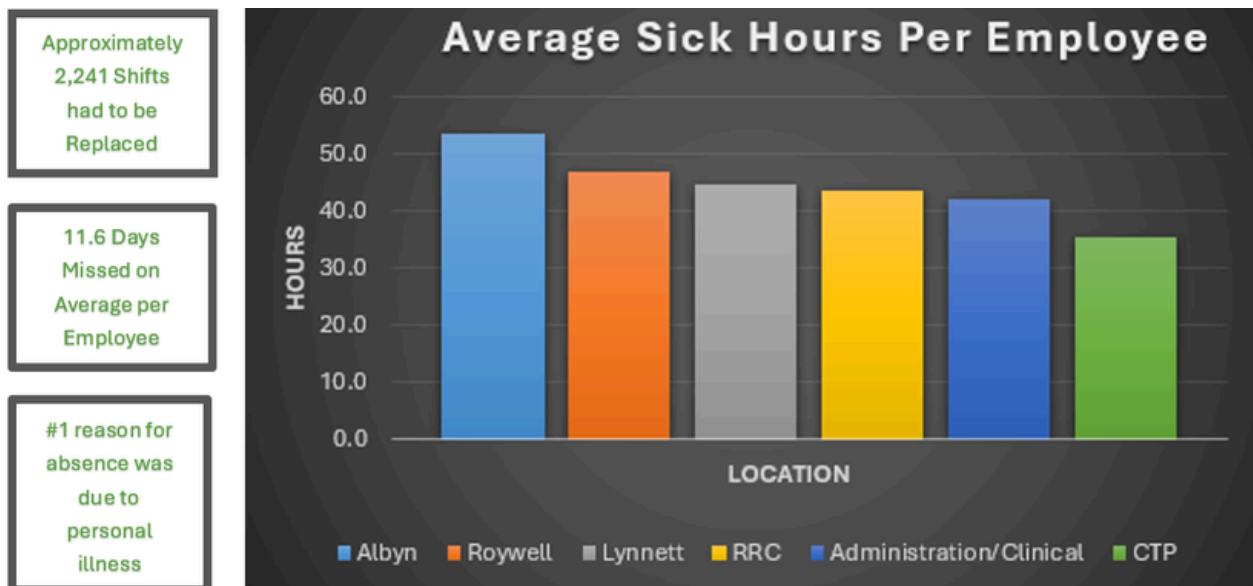
Employees are based across seven operational sites, including the Small Options Homes at Roywell, Albyn, and Lynnett (which includes two units), along with the Community Transition Program (CTP), the Residential Rehabilitation Centre (RRC), and the Administrative Office.

Quest also continues to employ a dedicated Clinical Team that provides consistent, specialized support and services to residents across all programs and locations.



DIRECTOR OF HUMAN RESOURCES

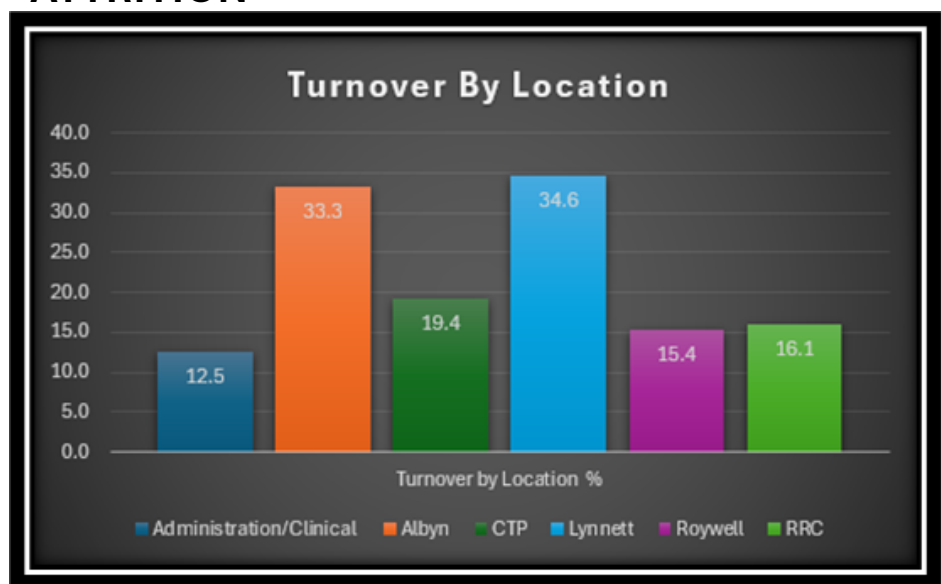
ABSENTEEISM



DIRECTOR OF HUMAN RESOURCES

The overall staff turnover rate was 21.88%

ATTRITION



The chart illustrates employee turnover rates across six locations, highlighting notable variation between sites. Lynnett recorded the highest turnover at 34.6%, closely followed by Albyn at 33.3%, indicating areas that may require targeted retention strategies. In contrast, Administration/Clinical reported the lowest turnover at 12.5%, suggesting greater workforce stability. CTP and RRC showed moderate turnover levels at 19.4% and 16.1% respectively, while Roywell reported a similar rate of 15.4%. Overall, the data suggests that while some locations are maintaining relatively stable staffing levels, others are experiencing significantly higher turnover and should be a focus for ongoing workforce planning and engagement initiatives.

Most employee departures were attributed to opportunities for increased compensation, enrollment in post-secondary studies, or personal and family-related considerations.

During this year, we had one employee retire.

DIRECTOR OF HUMAN RESOURCES



TRAINING AND DEVELOPMENT

Training and professional development continue to be a cornerstone of Quest's Human Resources strategy. By providing employees with access to a broad range of learning opportunities, Quest enhances employee satisfaction, strengthens performance, and supports talent retention.

In the past year, the organization delivered over 3,578 hours of training across 14 distinct course offerings, reflecting a strong commitment to skill development at all levels of the organization.

Training programs were designed to address both organizational priorities and individual employee needs, including technical skills, leadership development, and operational best practices. These initiatives ensure employees are equipped with the knowledge and competencies required to perform their roles effectively.

Quest continues to evaluate and refine its training approach to ensure relevance, accessibility, and impact. By aligning training initiatives with business objectives and employee development, the organization supports internal growth and workforce sustainability.

DIRECTOR OF HUMAN RESOURCES

HEALTH AND SAFETY

Quest is committed to maintaining a safe, healthy, and supportive work environment for all employees. Health and safety practices are integrated into daily operations and supported through ongoing education, clear policies, and proactive risk management. Training related to workplace safety, hazard awareness, and compliance remains a priority to ensure employees are informed and empowered to contribute to a safe workplace.



The organization promotes a culture of shared responsibility, where employees and leadership work collaboratively to identify risks, follow safe work practices, and continuously improve safety performance. Health and safety training initiatives support regulatory compliance while reinforcing Quest's commitment to employee well-being.

COMMITMENT TO A HEALTHY WORKFORCE

Beyond compliance, Quest recognizes the importance of employee well-being as a driver of engagement and productivity. Training initiatives support not only technical competence but also overall workforce health, contributing to improved morale, reduced turnover, and enhanced organizational performance.

Through its ongoing focus on training, health, and safety, Quest continues to strengthen its workforce and reinforce its commitment to creating a positive, inclusive, and high-performing workplace. These efforts position the organization to meet current challenges while preparing employees for future growth and success.

DIRECTOR OF HUMAN RESOURCES

WORKERS' COMPENSATION BOARD (WCB)

Quest continues to work in collaboration with Dallas Mercer Consulting (DMC) to support a working environment that promotes employee well-being and productivity. Over the past 3.5 years, DMC and Quest have made continual progress as summarized:

- Quest has been removed from the surcharge program
- Experience rating reduced to \$4.07 per \$100 of payroll
- Quest is now sitting at only 30% higher than industry peers
- Annual claim costs reduced to as low as \$17,000
- Current three-year total claim costs of \$101,000
- Average weeks of time loss per claim reduced from 22 weeks to just 1 week.

In practical terms, this represents savings of over \$600,000 during the time Quest has worked with DMC.

While injuries are still occurring, as expected in this type of work, we are managing them far more effectively. Last year, 13 injuries were recorded, but their overall impact has been significantly reduced through earlier medical assessments and timely modified work offers. These practices not only align with the Duty to Cooperate legislation but also reflect an approach we've been using successfully for several years now.

- In 2020 Quest has a total of 31 injuries
- In 2021 Quest had a total of 31 injuries
- In 2022 Quest had a total of 15 injuries
- In 2023 Quest had a total of 12 injuries
- In 2024 there were 8 injuries
- In 2025 there were a total of 13 injuries

Overall, this is a strong result and a clear reflection of consistent effort and the right processes in place.

DIRECTOR OF HUMAN RESOURCES

WORKERS' COMPENSATION BOARD (WCB)

My Injuries Costs					
Injury Year	2026	2025	2024	2023	2022
Total Number					
All Claims	0	13	8	12	16
Time Loss Claims	0	3	4	4	3
Total Cost					
All Claims	-	5378.2	11321.44	117560.49	20634.3
Time Loss Claims	-	388.93	4549.14	79626.85	1429.89
Temporary Benefits	-	388.93	4549.14	79626.85	1429.89
Health Care Benefits	-	4989.27	6772.3	37933.64	19204.41
Permanent Benefits	-	0	0	0	0

My History - Total Wks Of Temp Benefits Paid			
Year	Time Loss Claims	Total Wks Of Temp Benefits Paid	Avg # of Weeks Paid
2026	0	0	0
2025	3	2	1
2024	4	15	4
2023	4	86	22
2022	3	8	3

DIRECTOR OF HUMAN RESOURCES

UNION PARTNERSHIP AND LABOUR RELATIONS

Quest values its strong and collaborative relationship with the Union and recognizes the important role it plays in supporting a fair, respectful, and productive workplace. Through open communication, mutual respect, and a shared commitment to employee well-being, Quest and the Union continue to work together to address workplace matters, support organizational goals, and enhance employee experience. We sincerely appreciate the Union's ongoing collaboration and partnership, which contributes to positive labor relations, effective problem-solving, and a stable work environment that benefits employees and the organization alike.

FINAL THOUGHTS

Quest's Human Resources function continues to play a vital role in supporting the organization's people, culture, and long-term success. Through a sustained focus on training and development, health and safety, employee well-being, and collaborative labour relations, Quest remains committed to creating a workplace where employees feel supported, valued, and equipped to perform at their best.

As Quest looks ahead, Human Resources will remain focused on adapting to evolving workforce needs, strengthening internal capabilities, and fostering a culture of continuous improvement. By prioritizing its people and maintaining strong partnerships, Quest is well positioned to meet future challenges while supporting sustainable growth and success.

Respectfully,
Chelsy Flemming
Director of Human Resources

FINANCIAL STATEMENT

Statement of Revenues and Expenditures

Year Ended March 31, 2025, with comparative figures for 2024 and 2023

	2025	2024	2023
REVENUES			
Provincial Government Grants	\$9,987,749	\$7,249,651	\$6,958,479
Provincial Government Per Diem Funding	2,617,204	2,176,427	2,034,146
Community Transition Program Funding	2,547,250	2,131,185	2,125,077
Special Funding (Note 14)	580,897	865,477	
Other Revenue	69,045	34,157	161,620
Private Paying Residents	23,519	15,704	
TOTAL	\$15,825,664	\$12,472,601	\$11,279,322
EXPENDITURES			
Quest RRC Site	\$7,325,147	\$6,496,583	\$6,221,375
Administration	1,268,098	1,099,902	974,731
Community Transition Program	2,488,818	1,918,189	1,771,606
SmallOptions Homes:			
Albyn	1,168,751	880,774	842,011
Roywell	789,851	725,289	766,843
Lynnette	1,834,509	1,276,153	916,320
TOTAL	\$14,875,174	\$12,396,890	\$11,492,886
Excess of Revenue over Expenditures	\$950,490	\$75,711	(\$213,564)

QUEST RRC

DIRECTOR OF NURSING



Paulette MacMullin

With “The Remedy” on everyone’s minds, we have had to shift our day-to-day, so that we can proceed with a process new to everyone.

Considering the gravity of this change, residents and staff are filled with questions about their/our future. Despite all of the unknowns, we continue to provide care and support to our residents, reassuring them and their families that their loved ones will continue to receive the support that they need and deserve. As we move through a transition process, some new faces have emerged from OSD (formerly known as DCS). There have been four IPSCs (Intensive Program Support Coordinators) assigned to our 20 residents here at the RRC. They have been visiting the Multidisciplinary Team Members and the residents to observe and gather information that will aid in their assessments, to determine what the residents will require in order to live a safe, fulfilled, and supported life in the community.



DIRECTOR OF NURSING

We have also been fortunate to welcome several new front-line staff, including both RRWs and nurses. These additions continue to enhance our diverse perspectives.

We are pleased to report that all of our residents have received and will continue to be vaccinated according to our Public Health recommendations.

Resident's Individual Support Plans (ISP) continue to be reviewed regularly, which leads to an improved quality of care for residents and the ability to better meet their needs and goals.



The Multidisciplinary Team continues to liaise with Nova Scotia OSD (Opportunities of Social Development), IPSCs, Nova Scotia Department of Health, Adult Protection Workers, Nova Scotia Legal Aid Lawyers, Nova Scotia Public Trustee staff, Capital District Health Authority Mental Health Services, Protection for Persons in Care, Local RCMP and other community organizations/advocates working on issues related to services with persons with disabilities, housing, financial issues and special needs.

We continue to commit to the activities that involve the Transition Process, in assisting individuals to transition from Quest to a community setting. This involves our participation in The Transition Project with other Service Providers throughout the province

DIRECTOR OF NURSING



We continue to dedicate our energies to the processes around transitions to the community, as the Residential facilities will be closing. As always, we, the Quest team, look forward to and will embrace the challenges that may come. We continue to be grateful for the privilege of supporting our residents who aspire to a full life, where they can succeed in achieving their goals, no matter where that may be

Respectfully submitted,
Paulette MacMullin, RN
Director of Nursing



QUEST RRC

DIRECTOR OF RESIDENT SUPPORTS



Tim McFarland



From April 1, 2024, to March 31, 2025, Quest has experienced many changes while continuing to deliver exemplary service to those who have been placed in our care.

In conjunction with one another, the members of frontline support and multi-disciplinary team members, along with kitchen, housekeeping, and security support, have worked very hard to maintain consistent and compassionate care for our residents. The understandable uncertainty of what the Remedy Closure strategies will reveal has demanded flexibility, patience, and resilience from our residents and staff alike. I am very pleased to report that Quest continues to be up to the task of high-caliber care and punches well above its weight class within the world of community services.





DIRECTOR OF RESIDENT SUPPORTS



Managing RRWs, RRW Mentors, Social Worker, Behavioural Interventionist, and Liaison with Psychologist – In my role as Director of Resident Supports, I have continued to coach, guide, and manage RRWs and RRW mentors. We have enjoyed huge growth in the diversity of our front-line support workers. Our team boasts members from many countries. This multi-cultural reality strengthens our skill set and delivery of service potential to our residents. The three mentors, Alice Chen, Olaide Olaolopin, and Andrew Purje, have engaged in wonderful work of mentoring and orienting new staff members. They are to be commended for this work in addition to their ongoing mentoring tasks. Jessy Arackal, Lindsay Leighton, and Lisa Hurst are valuable members of the multi-disciplinary team. It should be noted that Jessy Arackal went on maternity leave and will be returning in December 2025. I have worked with them in the privilege of enhancing the lives of our residents. Regular team meetings and evaluation encounters have equipped me to experience positive communications with those who report to me.

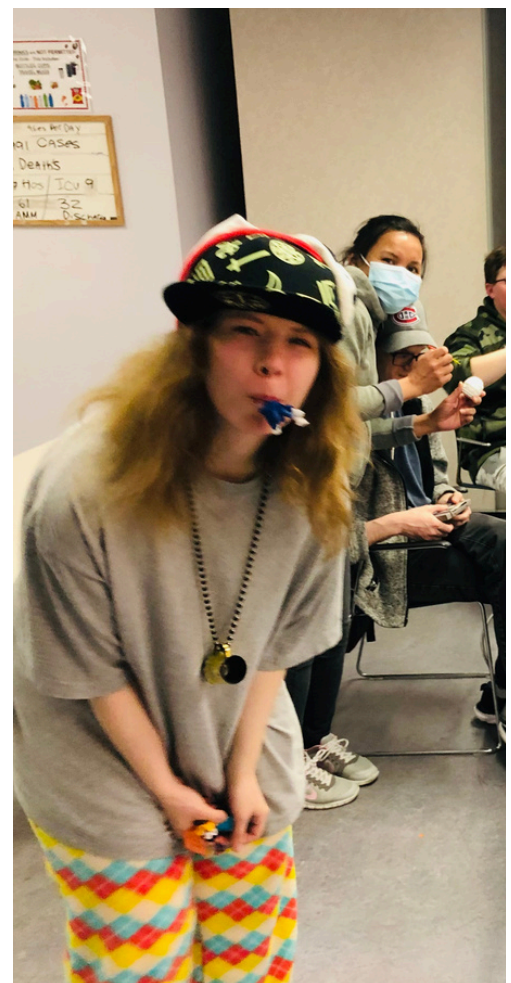
QUEST RRC

DIRECTOR OF RESIDENT SUPPORTS

Multidisciplinary Team – I have regularly met with members of the multidisciplinary team for ongoing scheduled meetings as well as ad-hoc meetings when required. I have benefited from learning from the varied disciplines in an effort to do my own job better. The art of referral to experts is crucial for the ongoing success of our programs and care.

Resident Engagement – More than 50 percent of my time is spent not in the office but in the community and within the RRC with residents. I have regularly taken residents into the community and engaged with them in such programs as Resident Council meetings, as well as other programs facilitated by recreation coordinators. Residents have also been welcomed into my office for 1 to 1 chats when they wish.

Working with Students – I continue to be the primary contact person with students from universities and community colleges who are working at Quest for their co-op program. The side benefit from these educational opportunities has been that students often will join us as employees following their degree completion. I have also worked with employees who complete their university internships with us. During the last year, I have worked with a total of 6 students as they work at Quest to complete either co-op or practicum requirements





DIRECTOR OF RESIDENT SUPPORTS

Collaboration with Fellow Directors – I continue to work on a regular basis with fellow directors in the organization in regard to all facets of Quest life. There is a great deal of cross-sectioning in the work the directors do, from nursing, policy/education, finance, HR, facilities, etc. One of the strengths of the organization continues to be open communication and avoiding the perils of working at cross purposes. This intentional directionality will serve Quest well into the changing times that come with the Remedy. In addition to this in-house effort, I also chair the monthly meetings for all directors of the seven service-providing facilities across Nova Scotia. These meetings enable directors to support one another with strategies which are helpful across the sector, as well as more informal support in these changing times. I report these meetings to the executive directors once a month. This role has also allowed me to attend workshops with directors and executive directors.

Staff appreciation – During September of 2024, we celebrated staff appreciation week. This involved several prize-winning contests, BBQs, and signage/expressions of gratitude for our frontline support workers. Our residents were involved in this celebration.

Staff Training – Quest enabled me to become a trainer in Mental Health First Aid, which is offered through the Mental Health Commission of Canada. Once equipped, I began offering several courses to our staff members with the aim that all Quest staff would be so trained. This type of training allows for peer-to-peer support for people experiencing mental health decline.



DIRECTOR OF RESIDENT SUPPORTS

Remedy Preparation – Over the past year, I have worked with fellow staff members within Quest for the planning necessary for our residents to be successful when they ultimately move into the community. This involves work with residents as well as consultation with members from OSD and families of the residents. Beginning early in 2025, we welcomed representatives from OSD (Department of Opportunities & Social Development) to the RRC in order that they may begin their different phases of allowing residents to move into different community circumstances.

Final Comments - All in all, the work at Quest in my capacity as Director of Resident Supports is greatly rewarding. This is hands-on, relevant care for the marginalized, as well as support for dozens of individuals who feel called to this noble profession. I am confident that as Quest continues to evolve, the organization will leave a considerable and positive footprint on the human landscape of Nova Scotia.

Respectfully submitted,
Timothy J. McFarland, BA, MDiv, MA
Director of Resident Supports





RECREATIONAL COORDINATOR



Recreation and leisure improve the quality of life for the residents at Quest. Each resident has their own person-centered goals in their established recreation programs. Programs are offered to all residents, which are indicated on the monthly calendar. Recreation focuses on individuals' strengths, not their deficits, and their abilities, not disabilities.

Each month, there are several opportunities for community and in-house engagement on the monthly program calendar. The community outings include the indoor walking track, swimming, horse therapy, SPCA volunteering, movie outings, library outings, park outings, bowling, museums, therapeutic farms, and many seasonal activities such as apple picking, skating, corn mazes, local farms, holiday fairs, etc.

There is also a Monday-Friday morning walk to Petro Canada to promote physical activity. The indoor walking track is accessible for the residents, and with the warmer weather coming up, trail walks are encouraged. Swimming is offered twice per month at the Cole Harbour Pool and Zatzman Sports Plex. Cineplex movie outings once per month.



RECREATIONAL COORDINATOR

Residents are encouraged to utilize the bus or walk, but they may also be supported in the van for further trips. Special Olympics is always a program that provides social engagement, teamwork, physical activity and the chance to learn new skills. The residents currently participate in Special Olympics hockey, soccer, and bowling. Depending on the level of skill, the residents have been invited to attend tournaments and other special events at the BMO center. This year one of our residents participated in the yearly hockey tournament and brought home a silver medal. This year, our residents were also part of Unified soccer where they were able to play with Soccer Halifax.

A few times a year, the recreation coordinator will plan in-house events and invite our small options home residents as well as those who live at the RRC. This year a DJ played at the Halloween Party and the residents enjoyed dancing and singing. The Superbowl was a huge success again this year and the residents watched it on the big screen.

The residents are enjoying the cottage outings this summer and can develop simple cooking skills using the BBQ with staff support. They have also been on a few outings to the beach.





RECREATIONAL COORDINATOR

Individual programs for residents are also important for obtaining the residents' goals and promoting physical activity, peer socialization and teamwork. Residents attend summer camps and drop-in programs within the community such as Autism Camp and the Autism Arts program. Autism Camp runs from July to the end of September where the residents participate in hikes, swimming and other leisure outings.

There is dog therapy once a month which provides residents with an opportunity to socialize and engage with the dog. Music therapy also takes place three times per week and the residents have preferred songs that they request and sing along to. Residents also enjoy attending horse therapy where they feed the animals and brush their coats.

Massage therapy is offered once per month and the students from the Canadian College of Massage & Hydrotherapy give massages to the residents during our spa day program.

The recreation coordinator welcomes new ideas and programs to ensure that the residents' lives are enhanced and inspired with joy.

Respectfully submitted,
LaToya Bethel
Recreation Coordinator

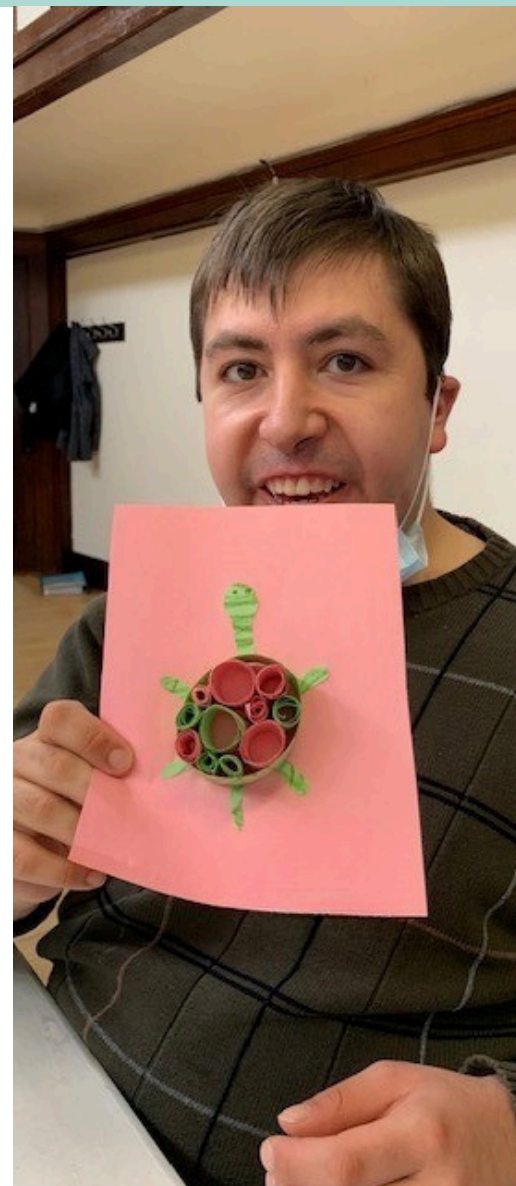


OCCUPATIONAL THERAPIST

Over the past year, the Occupational Therapy team has supported the delivery of group and individualized programs that promote engagement in meaningful activities and the development of life skills and self-confidence.

Residents have participated in all stages of gardening, including planting seeds, transplanting seedlings, and preparing and maintaining garden beds. The gardening program helps to foster responsibility, fine motor skills, and an understanding of the life cycle of plants. In the coming months, produce from the garden will be harvested and incorporated into meals during cooking groups, helping residents make connections between growing, harvesting, and food preparation.

The cooking groups in the instructional kitchen continued throughout the year. The groups have allowed residents to practise preparing preferred meals with graded levels of support. The sessions focus on safe food handling, recipe-following, and kitchen skills, allowing residents to increase independence and confidence in food preparation.





OCCUPATIONAL THERAPIST

The team also supports residents in completing individualized work programs both within the facility and in the community. These programs help residents build vocational skills, develop routines, and earn additional spending money.

The OT continues to identify and assess equipment needs to support mobility and activities of daily living. Where needs are identified, the OT advocates for residents and submits funding requests for appropriate assistive devices or equipment. This helps ensure residents can maximize their independence.

Finally, a highlight of the past few months has been planning for the new Bridge to Community Program. This innovative program is designed to support residents who are preparing to transition into community-based living. The program will offer opportunities to practice life skills in an apartment setting, including cooking, cleaning, budgeting, and time management. The OT and OTA are actively involved in planning and will provide ongoing support once the program launches.

Respectfully submitted,
Alee Cottreau, OT Reg. (N.S.)
Occupational Therapist





SOCIAL WORKER



I am pleased to share Social Work highlights from the past year, which has been marked by meaningful collaboration, consistent outreach, and a strong commitment to integrated care for our residents.

Our work related to the Remedy continues. Throughout the year, our multidisciplinary team engaged in a series of productive and solution-focused meetings with our colleagues at Opportunities and Social Development (OSD). In particular, we worked closely with the four Intense Planning and Support Coordinators (IPSCs) assigned to our residents. These meetings are instrumental in ensuring that our discharge planning remains person-centred, coordinated, and responsive to evolving needs.

I have remained committed to maintaining regular, meaningful contact with the families of our residents. Whether through phone calls or written updates, I have ensured that families were informed and involved in the care provided for their loved one, particularly with respect to progress related to the Remedy.



SOCIAL WORKER

This consistent communication not only provides families with peace of mind but also encourages deeper collaboration and advocacy on behalf of their loved ones. The transparency and trust built through these efforts continue to strengthen the relationships we have with the families of our residents.

Our cooperative work with community partners has been a key feature of our integrative approach to care. This year, along with the collaboration with OSD, I continued cultivating strong working relationships with various branches of Nova Scotia Health, Legal Aid, Adult Protection, Guardians ad Litum, Nova Scotia Public Trustee, and other community partners. This cooperation has been crucial in addressing complex and often overlapping legal, health, and capacity-related needs of our residents. Coordinated responses with these agencies have helped to safeguard the rights, dignity, and wellbeing of our residents, while also streamlining access to essential services.

As I reflect on a year of progress and shared learning, I am energized by the momentum that has been built through these collaborations. The spirit of partnership and innovation continues to drive our efforts forward, ensuring that we remain responsive, inclusive, and committed to the highest standards of service.

I extend my deep gratitude to all our partners, families, and team members who have contributed to a truly impactful year. I look forward to continuing this work together.

Respectfully submitted,
Lisa Hurst, MSW, RSW
Social Worker

QUEST RRC



Bruce Doary

DIRECTOR OF FACILITIES

Maintenance of the RRC and small option homes has been steady over the year with the usual break fix household items. Response time from NS Provincial Housing (NSPH) has been quick to address and resolve maintenance requests.

Over the year, NSPH retained the two full-time maintenance resources, which kept our lead time to repairs short. Due to budget constraints at NSPH, the RRC upper parking lots paving project had to be deferred to 2025/2026. The septic system at Roywell is also still waiting for budget allocation. For Lynnett, Quest has been using Paragon Construction to facilitate repairs and recurring maintenance items.

Housekeeping has been doing well. We were able to replace our casual position, and it has been working out well for sick calls and vacation time in addition to filling some schedule gaps.

Kitchen resources were down at the beginning of the year due to leave of absences and return to work schedules. HR was able to secure 3 more cooks that brought us up to our full complement of staff to maintain our level of service.





Security, our security supervisor has been exemplary in keeping security staff trained and familiar with our processes and procedures. In my opinion, security has been running the best it's been in the last 5 years.

Fleet, we are still at a count of 7 fleet vehicles. The costs for maintaining the vehicles has been about the same as the previous year with the usual regular maintenance and occasional major expense due to daily usage and high kms of certain vehicles. We did have one van in an accident, in February, that was not our fault (rear ended scenario) and the vehicle was repaired under insurance. No residents were in the vehicle at the time of the accident and the driver was not injured.

The greenhouse program for starting seedlings was once again successful and by late spring there were many vegetable plants that were transplanted to our garden beds on the Skyview side of the RRC.





DIRECTOR OF FACILITIES

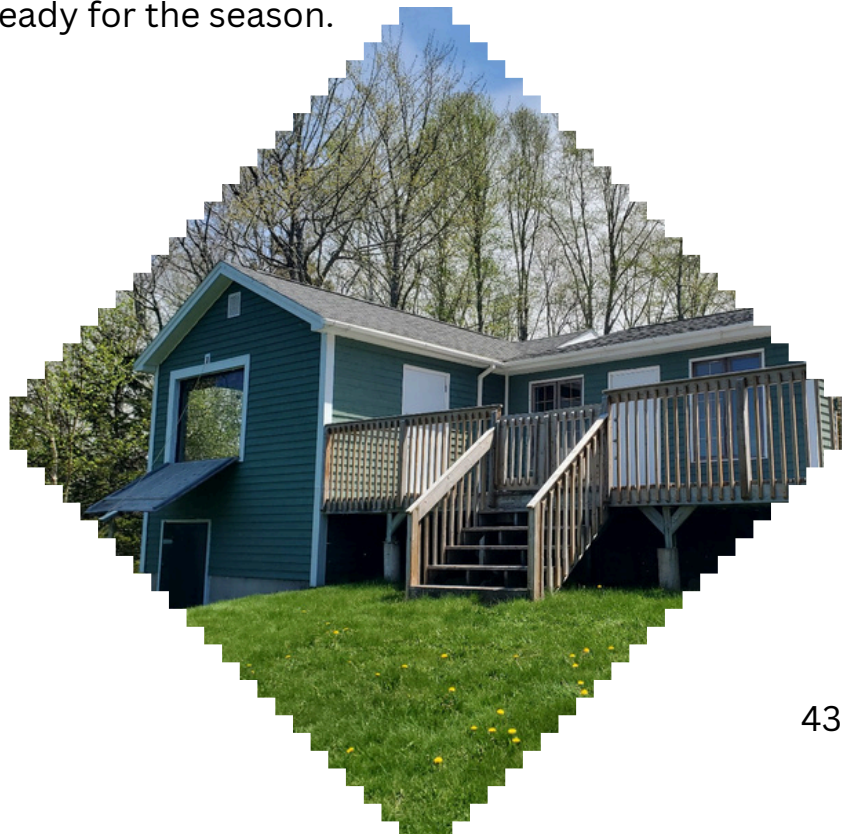
In other Facilities, Lynnett had a new fence erected along the front of the house to prevent curious folks from hiding under the deck, doing questionable things, and hanging out on our main doorsteps. The fence also wraps around the corner of the house and includes an entrance man gate.

Roywell house kitchen renovation was completed by the end of 2024 and looks great with a slightly new design for appliances that increases usable counter space and functionality.

Albyn has had some minor repairs to the ramp railings, a new stove, and a TV.

The Quest cottage was once again opened for the season. It only needed some deck boards replaced and was ready for the season.

Respectfully submitted,
Bruce Doary
Director of Facilities Services



ALBYN & ROYWELL HOMES



Another year has unfolded, marked by the steady rhythm of growth, community engagement, and enriching experiences for both our residents and dedicated staff.

Our team's commitment ensures that both our Roywell Drive and Albyn Avenue homes remain supportive, nurturing spaces where every resident feels valued and empowered. We continue to celebrate milestones and shared community events, consistently fostering a deep sense of belonging and inclusion.

The past year has seen residents embrace a vibrant array of community activities, from lively summer day camps and engaging Sportsplex programs to local sightseeing adventures.

ALBYN & ROYWELL HOMES

All time favorites such as visits to the Cow Bay Moose and the Lobster Trap Christmas Tree, alongside festive celebrations such as the Canada Day parade and Halloween Pumpkin trail scavenger hunt, have not only brought joy but strengthened social connections. Some other notable highlights this period were swimming, time at the arcade, apple picking, the truck convoy, and several holiday parties!



The residents involved in Project 50 have maintained impressive consistency in their work, diligently handling tasks from paper shredding and mail services to laundry and assisting staff with errands, all while continuing their valued time at the SPCA. Yet, it's certainly not all work! The residents balance their productive contributions with well-deserved leisure, whether it's friendly arcade battles, quiet moments at the library, or enthusiastically participating in the peer bowling league, building new friendships.

ALBYN & ROYWELL HOMES

The Residential Rehabilitation Worker staff once again proved their exceptional dedication, collaborating seamlessly with residents and community resources. Their diligence ensures that the individuals we serve are consistently supported in pursuing activities and experiences that are most meaningful to them.

As we look ahead, we eagerly anticipate continued positive impacts and shared progress.



With the steadfast support of our devoted staff, community partners, and the enduring spirit of the residents and their families, we anticipate another year filled with sustained growth, deeper engagement, and countless more meaningful experiences.

Thank you for your continued support.

Respectfully submitted,
Natasha Leyenaar, LPN
Manager of Home Supports

LYNNETT HOME



In 2024, Lynnett continued to grow and thrive, thanks to the collective efforts of our dedicated staff teams, supportive families, committed service providers, and valued community partners.

This year, we completed a significant construction project following a Crime Prevention Through Environmental Design (CPTED) site audit conducted in collaboration with our Halifax Regional Police (HRP) liaison.

As part of the safety recommendations, fencing and a front gate were installed to enhance both privacy and security for residents and staff.

Our commitment to meaningful programming remains steadfast, with a continued emphasis on fostering independence and community inclusion.

LYNNETT HOME

At Lynnett, our compassionate and respectful teams prioritize resident autonomy, consistently upholding dignity, promoting informed choice, and delivering person-centered support across all areas of care.



Looking ahead to 2025, we will remain focused on cultivating opportunities for personal growth—for both residents and staff—guided by our core values of relationship-building, community engagement, opportunity, and autonomy.

Respectfully submitted,
Amber Gilby,
Manager of Home Supports

THE COMMUNITY TRANSITION PROGRAM

The Community Transition Program (CTP) is a collaborative initiative between the Department of Opportunities and Social Development (DOSD) through Quest – A Society for Adult Support and Rehabilitation, and Nova Scotia Health (NSH) – Central Zone. It caters to individuals with intricate mental and physical health, behavioral, and residential/social support needs. The program utilizes an Integrated Care Approach to transition individuals requiring complex care to community living options tailored to their specific needs and levels of support.

Situated on the second floor of the 70 Memory Lane site, CTP is a 12-bed unit comprised of an interdisciplinary team of healthcare professionals dedicated to assisting clients in achieving their personal objectives. The team includes residential rehabilitation workers (RRW), RRW mentors, licensed practical nurses, registered nurses, recreational therapists, therapeutic assistants, occupational therapists, complex case social workers from both DOSD and NSH, NSH Hospitalist, and additional support staff and management personnel.

The program's primary objective is to facilitate clients' transition from various care settings within the NSH and DOSD systems to community-based environments that best meet their individual needs. Collaborating with our clients, their families, and our interdisciplinary team, the program develops individualized care plans with a target transition period of 18 months. With the addition of our neuropsychiatrist, our program has been able to better support our clients with a range of different mental health diagnoses, as well as health disorders such as Huntington's Disease. During the period of 2024-2025, CTP admitted 4 new clients and successfully discharged 4 clients into the community, bringing our total successful discharges to 51, over the span of our 11-years being open.

THE COMMUNITY TRANSITION PROGRAM

CTP clients participated in a diverse array of recreational activities facilitated by our NSH recreational team. These included physical pursuits such as trail walks throughout Lower Sackville and surrounding areas, as well as group sporting events like bowling, billiards, fishing, swimming, Special Olympics softball, and golf. Clients also had access to community fitness centers, including Sackville Sports Stadium, Joseph Zatzman Sportsplex, and the Canada Games Centre.

Social activities saw a collective increase, with participation in Sackville Seniors programs—such as kitchen parties, lunch socials, and quilting clubs—as well as outings to Cineplex cinemas, group barbecues and picnics, bingo nights, coffee and ice cream gatherings, library visits, lunch outings, and van drives—all serving as relaxing social opportunities both on and off-site. The program also reinstated initiatives such as music therapy through the Maritime Conservatory of Performing Arts, supported by a volunteer musician, alongside social projects in collaboration with Connections in Halifax and Dartmouth. Additionally, we provided special support for 2SLGBTQIA+ individuals during Pride Week. Clients engaged actively in community events, including the Halifax International Buskers Festival, Halifax Burger Week, the Halifax Pride Parade, the Halifax Rib Festival, the Halifax Jazz Festival, and Canada Day/Natal Day celebrations in Bedford and Halifax.

In-person religious services were also organized, with attendance at churches across Lower Sackville, notably Knox Church and Saint John Vianney. Noteworthy fall and winter activities included restaurant outings, grocery shopping, baking projects, Indigenous heritage celebrations, holiday-themed events, and various social gatherings.

THE COMMUNITY TRANSITION PROGRAM

In January, CTP enlisted the support of an RRW team mentor position, which has resulted in a more streamlined orientation process, more success in the implementation of our programs, and overall success in motivating our clients to participate in the programs with all staff.

Beyond recreational and social activities, CTP facilitated access to employment programs in partnership with Lake City Woodworkers, Stone Hearth Bakery, and New Boundaries in Windsor, NS. We supported clients in developing personalized employment initiatives such as on-site roles—like dining assistance and cleaning tasks—as well as community-based programs, including yard maintenance at Fultz Park and animal care assistance with SPCA initiatives. Following the closure of the Metro Works program, we continue to seek new community engagement opportunities for our clients.

Clients pursuing educational goals received supported access to programs at Saint Mary's University and an online IT course through Udemy, encouraging continued personal development.

As the Manager of Support Services at CTP, I want to sincerely thank each member of our team. Your unwavering commitment to providing compassionate, person-centered care that truly honors the health and dignity of our clients means the world to me. Despite the challenges we face, your dedication and professionalism consistently shine through, and I am deeply grateful for all that you do to make a positive difference every day.

Respectfully Submitted,

Christopher Higgins (he/him)

Manager of Support Services – Community Transition Program

QUEST – A Society for Adult Support and Rehabilitation.



Thank
You!

