



2012-2013

Ottawa-Carleton Lifeskills Annual Report



To provide individuals who are developmentally disabled with encouragement, opportunities and experiences in friendly, supportive environments that will promote self-development and foster inter-dependent relationships with other members of the community.

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“Being disabled should not mean
being disqualified from having
access to every aspect of life.”
Emma Thompson

Philosophy of Care

Those we support have the same fundamental rights as all Canadian citizens and these rights are to be respected and protected.

Client Rights

Within the limitations specific to each individual we support, the following rights apply.

- To enjoy the same freedom as any Canadian citizen.
- To communicate and to be heard without limitations.
- To live as independently, as actively and as full a life as possible.
- To be respected and accepted and be allowed to grow and mature as an individual.
- To have adequate clothing, shelter and food as well as other basic necessities of life.
- To have access to all available physical and mental health care resources required.
- To be free from mental or physical abuse.
- To develop and strengthen self-esteem.
- To safety and security.
- To privacy.



About Ottawa-Carleton Lifeskills

Since 1985, Ottawa-Carleton Lifeskills Inc. (OCL) has supported adults with developmental disabilities through daytime programs and/or supports where they live. We are a non-profit agency.

Community Supports

78 adults with developmental disabilities take part in meaningful day activities on weekdays and/or Saturdays. Through life skills and leisure programs, adults with developmental disabilities receive training and support suited to their specific needs, interests, energy level and abilities. Up to 20 individuals also participate in our two social enterprises: Tableworks Catering and Treefrog Recycling.

Residential supports

OCL staff support 117 adults with developmental disabilities living in 6 group homes, 32 supported independent living apartments and/or enhanced supported independent living apartments and 30 home sharers.

OCL's six group homes are operated in residential neighbourhoods in Ottawa's west end. With between 6 - 14 residents in each home, group homes are very much part of the community. Activities within each home are very similar to the activities and routines found in any person's home. Staff and residents prepare meals; do grocery shopping, banking, laundry and general household maintenance. Residents may also participate in daytime programs as well as keeping themselves busy with activities such as day trips, volunteering, going to concerts and movies, physical activities (swimming, skating, walking), gardening and taking vacations.

Our Supported Independent Living (SIL) program and Enhanced Supported Independent Living Program (ESIL) supports individuals with a developmental disability who live in their own apartments, either alone or with a friend. These individuals rent apartments in locations which meet their employment, social and financial abilities. Each individual receives ongoing staff support.

Many persons with developmental disabilities enjoy being supported in a family-like environment. OCL's Home Share program supports 30 individuals who reside with staff in the staff's own home. Far beyond traditional "room and board", this program's purpose is for these individuals to become part of the staff person's household and to essentially become family members.

President's Report

This year has been one of both stabilisation and evolution for OCL. We continue to be challenged by the current economic conditions. Our sole funder, the Ministry of Community and Social Services, continues to be under restraint which has meant no increase in funding for OCL, or other agencies like ours, over the past year. We anticipate no relief from this funding constraint in the near future.

Meanwhile our core costs such as labour, food, and utilities continue to go up. Despite this, OCL managed to turn in a balanced budget this year. We recognize that the current financial restraints are unlikely to change in the next few years, so we continue to look for ways to change and adapt to these financial realities, while maintaining the high level of service our clients and their families expect.

Financial Position

While the 2012 Ontario Budget did not identify any cuts to the developmental services sector, OCL, along with many other agencies, is still faced with difficult decisions regarding how to address our ongoing legislative requirements as well as cost of living increases. We were able to end this fiscal year with essentially a balanced budget in part due to the closure of Alma Court group home, a difficult decision taken in the previous fiscal year.

We continue to be challenged as there have been no increases in our funding allocations for over three years. While the immediate future of OCL seems assured, we know there is little, if any slack in the system that will allow us to absorb further cost increases. The Board continues to manage and monitor the finances of the agency and supports management in finding innovative ways to either increase revenues or reduce costs while still serving the needs of our clients.

“We are the facilitators of our own creative evolution.”
Bill Hicks

Strategic Directions

In April 2012, the Board of Directors and OCL's senior management team came together for our annual planning day. This was a highly productive day with four major themes emerging.

- Share OCL's knowledge by offering consulting services within the developmental services sector
- Expand our social enterprise to create more opportunities for the people we support
- Strive for innovative service delivery
- Maintain OCL's financial stability

Evolving to Meet Change

There have been many thought provoking, strategic discussions at the board table over this last year that have resulted in initiatives that will help OCL evolve and adapt to the new realities within our sector.

OCL has also applied for charitable status. Although we have been in operation for 28 years, OCL has never had charitable status; rather, we have a charitable foundation called Lifeskills Ottawa Fund. Research was conducted and after noting the benefits of becoming

a charity, we have proceeded with applying for charitable status. This also comes at an opportune time as similar work has also begun on ensuring we are aligned with changes required for the new Federal Canada Corporations Act.

I am happy to report the board recently approved the creation of a fundraising position, with direction to proceed with hiring a fundraiser. This work will begin in late fall of 2013.

A market analysis for Tableworks, a catering service provided by OCL, to expand its social enterprise was conducted. A business case was presented to the board to expand Tableworks. This is currently under discussion.

OCL responded to a community need by offering management consulting services to another developmental services agency. This brought in additional revenue, provided professional development opportunities to a number of OCL staff, while allowing the other agency to continue to provide services and supports.

Thank you for your contributions

This year, we had the pleasure of welcoming Miriam Fry as a new board member. Regretfully, we also had two resignations from the board. We wish to recognize and thank Marion Neeson and Zenia Leigh for their many years of service on the OCL board.

As in years before, I would like to thank all of the board members, new and long-serving, for their dedication to our agency. Your contributions of time and expertise are recognized and add tremendous value to the operation of OCL. Thanks are also well deserved of our Executive Director and all of the staff at OCL.

Thank you,



David Cameron
Chair, OCL Board of Directors



Executive Director's Report

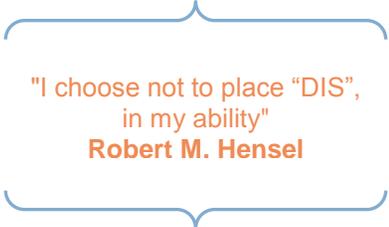
The title of our newsletter, Momentum, aptly describes this past year! Summer 2012 flew by as we focused on ensuring a smooth transition for the individuals that moved from the Alma Court group home to other locations by September 1st. My sincere thanks to all of our front line staff and supervisors for their dedication, attention to detail, communication and sharing of information, and their ongoing commitment to the people we serve! The long planning hours and hard work paid off. The transition went very smoothly and both residents and staff are now settled into their new homes.

In early summer 2012, the Eastern Regional Office of the Ministry of Community and Social Services (MCSS) invited agencies in the developmental services sector to submit a proposal to merge with Therapeutic and Education Living Centre Inc. (TELCI). Like many of the organizations across Ontario serving adults with developmental disabilities, TELCI funding has not kept pace with rising costs. After careful consideration, OCL's Board of Directors determined that proceeding with a merger would not be in the best interest of OCL. In fact, no agencies submitted a merger proposal by the August deadline.

As TELCI was without an Executive Director, MCSS approached OCL to assist TELCI. OCL agreed and in October we began providing management and operational supports to the board and staff at TELCI, while the TELCI Board determined their next steps. The TELCI Board of Directors, with support from MCSS, reached the difficult decision in December to changeover the care and services for their residents to other experienced agencies. OCL was asked to continue providing management and operation supports as TELCI winds down operations.

OCL, along with other Ottawa developmental services agencies, are involved in the planning process to ensure the 20 TELCI residents continue to receive supports and services. As part of this process, OCL submitted a proposal to provide residential supports to some of the TELCI individuals. We are working closely with TELCI, MCSS and other community partners as we wait to hear the decision reached.

A number of agencies across the province are working together to ensure the government remains aware of the negative impact when funding does not keep pace with rising costs. Ontario Agencies Supporting Individuals with Special Needs (OASIS), which has 173 member agencies similar to OCL, is gathering information through its second Operating Pressures Survey. The information being gathered includes the sector's increased operating pressures and where these pressures are centred. The survey is also soliciting options and ideas for dealing with these pressures. Information from the first Operating Pressures Survey (in summer 2012) was shared with government officials, MPPs and others.



"I choose not to place "DIS",
in my ability"
Robert M. Hensel

As well, a provincial campaign is underway to address the issue of Pay Equity legislation as this continues to be an issue for every agency. Each year, agencies are required to commit an amount equal to a minimum of 1% of the previous year's payroll. For the past three years, agencies have not received any funding to cover this legislative cost increase. I, along with two other Executive Directors, have met with local MPPs to discuss pay equity. Similar meetings with MPPs have taken place across the province, in addition to meeting with various ministries, opposition critics, senior policy analysts (Labour, Finance, MCSS) and the Pay Equity Commissioner.

Internally, we have focused on various avenues of revenue generation to help us maintain a balanced budget this year and to assist in future years.

- I am happy to announce, with the recent board approval of a fundraising position within OCL, we are in the process of searching for a full time fundraiser.
- We continue to apply for various grants and were successful in receiving another \$3,000 grant from Bon Appétit which will be used to purchase kitchen equipment.
- After many years of intensive work and follow up between our Home Share supervisor, Micheline Carriere, and an Ontario Disability Support Program (ODSP) case worker, Micheline successfully advocated for all our Home Share residents to receive the same ODSP rate. Although all our Home Share residents were receiving the same supports, they were receiving different ODSP rates. This rate change now accurately reflects the level of service required. The resulting change had a significant positive financial impact on OCL. Thank you very much Micheline for your dedication and perseverance.
- We have provided short term management contracts to other agencies, as you will read more about in the following pages.



This year, we also implemented Core Competency Training. Core competencies reflect the professional nature of the work we do. It empowers all our staff to further develop their skills as well as helps the agency retain and recruit qualified individuals with the required expertise. A program director, supervisor and two front line staff received extensive training to deliver more than seven core competencies during the next two years. The first competency that we will focus on is “Creative Problem Solving and Decision Making”. A new competency will be introduced every three months, allowing each staff person to assess themselves within the different levels of the competency. To achieve the competency, staff must consistently demonstrate the behavior 75% of the time. A resource guide is available to all staff that wish to further develop their competencies.

The 2013 OASIS conference was held this year in Ottawa from May 8 to 10, 2013, with OCL being the host agency. Along with other Ottawa developmental service agencies, we worked closely together for more than 18 months to plan the conference elements, from speakers to venues to entertainment. We welcomed more than 470 attendees to a reception and dinner at the Canadian Museum of Civilization on opening day. After a day of engaging workshops and networking with our tradeshow exhibitors on Thursday, that night’s Awards Dinner was a welcome treat. OASIS presented for the first time, the President’s, George Braithwaite and Gerry Sutton Scholarships along with the Annie Oliver Award. I am thrilled to announce Kimberley Gallant, OCL Program Director, as the recipient of the Gerry Sutton scholarship, and myself as the recipient of the President’s scholarship. The conference wrapped up Friday, May 10th with the OASIS AGM followed by Alvin Law, an engaging keynote speaker.

I believe strongly in supporting the sector as a whole and continue to sit on the OASIS Board, the Provincial Network, the Partnership Table and sit on a working committee tasked with creating an action plan to tackle the housing crisis (including staff supports) faced by those with developmental disabilities and their families. My participation at these tables has given me increased knowledge and a broader perspective of our sector, and helps me shape the future direction of OCL. I would like to thank the board for their continued support and encouragement in furthering my development in this field.

I would also like to take this opportunity to thank all our front line staff, the management and administration staff, and our volunteer Board of Directors. It is through the combined efforts of these groups of dedicated individuals that have allowed OCL to continue to provide the highest quality of care for those we serve. I am very proud of what we do and the people I work with! I look forward to working with all of you in continuing to shape the future of OCL as well as the developmental services sector.

Respectfully submitted,



Jocelyne Paul, CAE
Executive Director



Our Team

Board of Directors

David Cameron, President
Pam Jackson, Vice President
Michelle Bloodworth, Secretary
Nola Haddadian, Treasurer

Ernie Potechin, Member at Large
Doug Anderson
Miriam Fry
Gordon McKechnie

Roy Samhaber
Marion Neeson *
Zenia Leigh*

* Resigned during the year.

Management

Jocelyne Paul, Executive Director
Steve Bent, Director of Finance
Nancy Andrews, Director of HR

Program Directors

Vicki Bosse*
Kim Caron*
Kimberley Gallant
Brent Barlow (contract)

Supervisors

Tammy Fortier
Kelly Ashe
Rebecca Detchon
Bonnie Clement
Paul Whittle
Laura Scott *
Micheline Carriere *

Deborah Fitzgerald
Mark Snedden (contract)
Chris Kennedy (contract)
Andre Demers (contract)

* seconded to TELCI for a portion of the year.

Administration

Susan Chen – Payroll & Accounts Payable
Brad Purvis – HR Assistant
Andrew Spink – Information Systems Support & Scheduling

Coral Munro - Scheduling
Charlene Montague – Finance & HR Assistant
Tricia Draicchio – Executive Assistant

Our Clients

Ottawa-Carleton Lifeskills (OCL) serves a total of 179 clients through residential and community supports. Some participants are engaged in both of OCL's programs (i.e. residential and day supports), whereas some access only one program.

The Ministry of Community and Social Services (MCSS) funds 112 residential supports spots and 65 community participation supports spots at OCL. To provide services to more adults with developmental disabilities, 13 spots have been created so individuals can pay to access to our services (called fee for service). The fee varies depending on the needs of the individual.

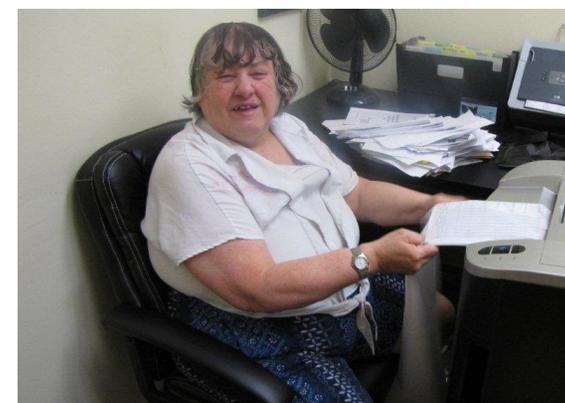
The fee for service option helps OCL meet community demand for services and supports. For example, a student with disabilities from the Crystal Bay Centre for Special Education school spent her school placement with our Community Participation Supports program, in preparation for starting as a fee for service participant in August 2012.

Residential Supports

Residence Type	Number of Individuals Served As of March 31, 2013
Group Home, MCSS funded	53
Home Share, MCSS funded	30
Supported Independent Living, MCSS funded	29
Supported Independent Living, Fee for Service	3
Total	115

Day Programs

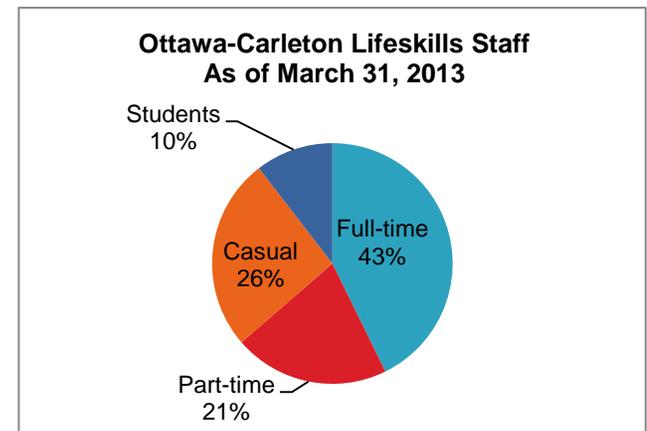
Program Type	Number of Individuals Served As of March 31, 2013
Community Participation Supports, MCSS funded	57
Community Participation Supports, Fee for Service	10
Saturday Day Program, MCSS funded	10
Saturday Day Program, Fee for Service	1
Total	78



Our Staff

Ottawa-Carleton Lifeskills' 197 staff are professional, dedicated and focused on the needs of the individuals we support. Our staff, as of March 31, 2013, included 94 full-time, 46 part-time, 57 casual and 23 students from the Algonquin College Developmental Service Worker program. We hired 12 new staff during the year and there were 20 departures (mostly casual staff).
Professional Development

OCL values the commitment and skills of our staff and supports continuous learning. All OCL staff is engaged in the Core Competencies professional development program, designed specifically to help developmental services staff and organizations work to their full potential. Core Competencies are the behaviors, demonstrated by an employee consistently (i.e. 75% of the time) which are important contributors to predicting outstanding performance in a position, within a particular organization. They mark the difference between average job performance and outstanding performance. Research has shown when Core Competencies are effectively introduced into a workplace, within one year, employees feel more capable to perform their assigned duties; find the work more enjoyable; and are viewed more professionally by those who interact with them.



Priorities for 2012 to 2014

In April 2012, the Board of Directors and OCL's senior management team came together for their annual planning day. This was a highly productive day with four major themes emerging.

1. Share OCL's knowledge by offering consulting services within the developmental services sector.
2. Expand our social enterprise to create more opportunities for the people we support.
3. Strive for innovative service delivery.
4. Maintain OCL's financial stability.

"If we all did the things we are capable of doing, we would literally astound ourselves."
Thomas Alva Edison

Share OCL's knowledge by offering consulting services within the developmental services sector

Since early 2012, OCL management has provided services to other agencies in the developmental services sector. These short- and long-term contracts build the capacity of other agencies, help agencies when they are short-staffed or need additional expertise, and generate revenue for OCL.

As mentioned in the Executive Director's report, Therapeutic and Educational Living Centres Inc. (TELCI) needed additional management and operational support starting in October 2012. Several OCL staff were (and are still) seconded to TELCI for durations from a few weeks to several months. In addition to generating revenue for OCL, these secondments are providing excellent professional development for staff as several OCL staff have been promoted internally to fill the temporarily vacant positions.

As well, OCL provides administrative support to two developmental services planning tables – one that meets monthly and one that meets quarterly. The role involves creating agendas, taking meeting minutes and supporting the committee chair.

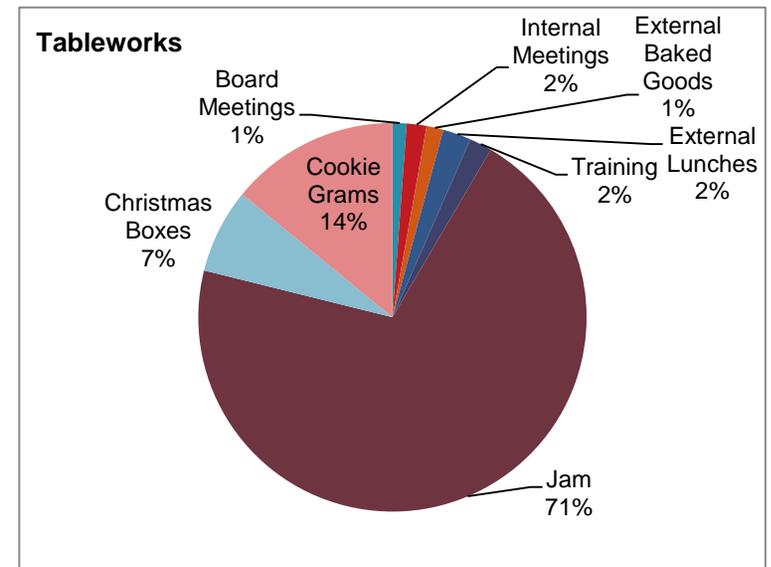
Offering management consulting services is strengthening OCL from both a staff development and a financial perspective. We will continue to offer our consulting services into the future.

Expand our social enterprise to create more opportunities for the people we support

A social enterprise is a business operated by a non-profit organization, selling goods or services in the general marketplace for generating revenue (which is recycled directly back into the business), and achieving social, cultural and/or environmental value. These businesses often provide employment (or supported employment) for non-traditional employees.

OCL has grown from one social enterprise to two. Tableworks Catering started in 2011 and we were pleased to launch Treefrog Recycling in 2012. Tableworks Catering provides meaningful day activities for participants, who learn new skills and receive an honorarium. We are striving to increase the revenue Tableworks generates. A \$5,000 grant from the Centre of Innovative Social Enterprise Development allowed us to work with a consultant that developed a business plan for Tableworks. Tableworks also received a \$3,000 grant from the Bon Appetit event, to purchase equipment for the kitchen.

Treefrog Recycling is a social enterprise started in our Community Participation Supports program. Participants recycle wood into items, including candle holders and pillars, mini tool boxes, and decorative pieces and refinishing wood furniture. Treefrog Recycling started as an activity our participants enjoyed, and then grew into a social enterprise. Individuals who work with Treefrog receive an honorarium for their efforts.



There are up to 10 individuals involved with Treefrog Recycling, learning skills in woodworking from using power tools to sanding to staining. Both Tableworks Catering and Treefrog Recycling sell their wares at Operation Come Home's re:Purpose store. This has been a great partnership as the store is located in downtown Ottawa.

Strive for Innovative Service Delivery

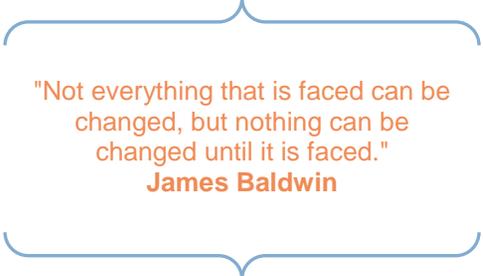
As technologies advance, so do we. Moving our residents' records from paper and physical filing systems to computers has helped staff be more efficient, has improved client care and has made communication between OCL employees much easier.

Authorized staff can easily access client information, such as upcoming appointments and visits with friends or family, medication, and daily activities for the individual or entire house. Our residences and the Community Participation Supports program began using the new system in the first quarter of 2012. Supported Independent Living and the Homes Sharers began using the system later in the year.

Maintain OCL's Financial Stability

Alma Court Group Home

Like many of the more than 300 organizations across Ontario serving adults with developmental disabilities, Ottawa-Carleton Lifeskills has not received an increase in funding, but our costs are rising, i.e staff salaries (80 percent of the annual budget), groceries and utilities in our residences. Facing a funding shortfall, the decision was made in March 2012 to close our Alma Court group home by September 1, 2012.



"Not everything that is faced can be changed, but nothing can be changed until it is faced."
James Baldwin

The process was managed by senior OCL staff that had extensive experience with housing transitions. The eight Alma Court residents moved to other OCL group homes, our Enhanced Semi-Independent Living program, Home Share or were referred to long-term care. All movement was based on their goals, abilities, level of support required, personality and compatibility with others (in the home). As a result, some residents in other OCL group homes moved as well. The net result for staff was the layoff of 2 positions, one of which received another full time position within OCL while the other is still on lay off for another 18 months.

Alma Court was rented to another agency for two months and we continue to decide what the next steps will be with regards to this property.

Fundraising position

Our ability to provide quality supports and services to the 179 adults with disabilities depends on our long-term financial stability. In October to January we undertook a fundraising feasibility study. The study's top recommendations included hiring a full time fundraiser and we anticipate filling this position by fall 2013. OCL is a non-profit organization and funds are raised through our charitable foundation, Lifeskills Ottawa Fund. With fundraising becoming a priority for OCL, we are in the process of obtaining charitable status for OCL (as an agency).

Treasurer's Report

Ottawa-Carleton Lifeskills Inc. (OCL) operated on a balanced budget in fiscal 2012-2013, ending the year with a small surplus of \$52. The organization continues to experience pressure to increase revenue and find more economical ways to serve its clients due to the flat budget provided by the provincial government.

OCL's financial operations for 2012-2013 were uneventful due to cost-reduction measures taken in 2011-2012. These measures included closing a group home, transitioning clients to other services within OCL, and implementing various means to reduce operating costs.

This year OCL's efforts were focused on moving toward charitable status for the organization, investigating the establishment of a fundraising program, and contracting its management experience to assist another local agency.

During a meeting with the Finance Committee on June 11, KPMG, OCL's auditors, raised no issues with the organization's financial statements for fiscal 2012-2013. This is reflected in KPMG's management letter.

OCL must continue to carefully manage its finances while it evaluates and implements new revenue generating opportunities to supplement the operating funds received from the provincial government.

In closing, I would like to thank the management and staff of OCL, as well as my fellow Board members, for their dedication and support.

Respectfully submitted,

Nola Haddadian
Treasurer, OCL Board of Directors

