

Taking charge of our future.



Annual Report 2018-19

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Ottawa-Carleton Lifeskills Inc.

Taking charge of our future

OCL delivers a five year Strategic Business Plan 2019 -2024



Faced with continued operating pressures and stalled base funding, OCL made 2018 - 2019 the year to own its future by developing a Strategic Business Plan.

The journey started in April 2018 with a Request for Proposals from consulting firms to facilitate the development of a strategic plan that would:

- Renew the organizational vision, mission and core values
- Support OCL in the achievement of its mission and vision
- Anchor OCL in a sustainable framework to enable and support its objectives and identified outcomes
- Ensure OCL is responsive to future opportunities in the face of internal and external sector and related environmental shifts and challenges

Our future was launched on October 29, 2019 when we released "Ottawa-Carleton Lifeskills Strategic Business Plan 2019 – 2024".

Our new plan has five key strategic directions for the betterment of the individuals we serve and the people we employ. By 2024, OCL will:

1 Have a clear sustainable business model that goes beyond the developmental services sector.

2 Have developed a sustainable person-centred and individualized service delivery model.

3 Identified and developed targeted partnerships and the necessary communications/branding strategies.

4 Be actively “living” its culture statement.

5 Have developed a sustainable Information Technology plan to assist in achieving the desired outcomes for the organization and for the individuals it serves.


In times of uncertainty, how we address uncertainty is the measure of our agency.

Through our Strategic Business Plan, we will take a business approach to create a sustainable and successful future for OCL.

In being proactive and controlling our own destiny, we will ensure the high level of care OCL prides itself on and that families have come to expect will continue.

If you would like a full copy of our Strategic Business Plan, please contact Tricia Camelon.

A year in review



We are one team working together as we pursue excellence through continuous improvement.

We encourage and support one another, are accountable for the decisions we make, and are responsive and collaborative in achieving the best result.

We communicate openly and honestly creating a transparent and trust-based environment.

We inspire creativity and innovation with passion and energy and appreciate the perspective of others.

OCL Culture Statement

Ensuring our future success was the main focus for OCL in Fiscal 2018 – 2019, we brought our Strategic Business Plan to life during the year by actively engaging our strategic directions.

We started to move to a sustainable Person-Centred and individualized service delivery model. At the heart of OCL's Person Centred Practice is the empowerment of individuals to achieve their full potential.

We see it as a critical tool to assist OCL in shifting our approaches, attitudes and practices to ensure those we serve move towards a community life with opportunities to achieve their life goals. Leading this change are Kim Caron and Rebecca Godfrey who recently completed the two-year accreditation program. Congratulations Kim and Rebecca on successfully completing your accreditation!

Sustainability

We took constructive steps to achieve our goals of developing a sustainable Business Model beyond the developmental services sector and identifying and building targeted partnerships and the necessary communications/branding strategies.

Step 1: We expanded our Mission to “promote self-development, self-determination and community inclusion for individuals with developmental disabilities and seniors in need of community supports through personalized services and supports.”

Step 2: We created the new position of “Director of Business Development.” We interviewed a number of qualified candidates and made a successful offer on March 31, 2019.

Leadership

Creating leaders at all levels of the organization was underscored by Lesley MacIsaac’s leadership in moving prescriptions and the medication administration for our group home residents from Shoppers Drug Mart to Medical Pharmacies. Using the online E-MARS system, we streamlined the work of our direct support professionals. Feedback from those working daily with this new system as well as the Managers has been very positive.

Other notable achievements

Fiscal 2018 – 2019

Supported Independent Living (SIL)

We have seen an increase in the number of individuals we support in our SIL program and we also continue to increase our Fee for Service numbers.

Residence Reopened

After many months of hard work, we were thrilled to re-open our Pulford residence and provide a home for three individuals who were on the Urgent Response waiting list. Two individuals came from Ottawa Hospital, one from the Civic Campus and the other from the General Campus. The third individual came from a respite space in the community. We are very happy to have been able to offer these three individuals a place to call home.

Shared Services

Phase 1 of our Shared Services Project, in partnership with Ottawa Rotary Home and Ottawa Foyers Partage required a lot of work by all three agencies and their Board of Directors. The outcome – a memorandum of understanding on the selection of an appropriate shared services model thus allowing Phase 2, the detailed design phase to proceed. We look forward to moving onto Phase 2 given the benefits of the project - potential future savings being re-invested into client services, efficiencies in administrative supports and streamlined systems.

Annual Golf Tournament & Picnic

Out and about in the community, we ran a very successful golf tournament in June, where we raised over \$7,000 to help those in our care. A big thank-you to our volunteers who helped organize and run a great tournament and our golfers who came out to support OCL.

Our 2018 picnic was a great success with over 300 people attending, including individuals we serve, families, friends and employees. It was a wonderful sunny day and it was a fantastic time had by all.

We're Building a Culture

The ENACT Crew, OCL's culture committee, continues to support OCL's five Core Values - Empower, Nurture, Adapt, Communication and Team Work. These values are being incorporated across the agency and becoming embedded in our actions, beliefs and systems. ENACT hosted a very successful event at Chances R restaurant for staff and their families.

Mental Health

Our Mental Health Awareness program has OCL actively living our culture statement. We consider the mental and psychological well-being of our employees an important aspect of overall health.

In early May 2018, OCL introduced a new Mental Health Awareness program using The National Standard for Psychological Health and Safety in the Workplace which was made available in Canada in 2013. We are proud OCL is Canada's first Developmental Services agency to implement a full mental health system for its employees.

Many thanks to Greg Swaine, one of OCL's Direct Support Professionals, for taking the lead to find the right program for all OCL staff.


Our Ultimate Success

In our programs, the individuals we support are thriving. Successes celebrated included achieving a G2 license, obtaining gainful employment in the jobs they want and fulfilling political aspirations by running for the local school board (coming in third.) Entrepreneurship took front and centre within our Community Participation Support program where individuals enjoyed selling beautiful cards, delicious jams and baked goodies, and lovely wooden cutting boards and terrariums. Outings were a favourite activity for many individuals and staff – museums, movies, concerts, nature walks and picnics, just to name a few.

Looking Forward

As we look to Fiscal 2019 – 2020, we'll continue with the implementation of our Strategic Business Plan. We've taken some great first steps towards our future success. We hope to make leaps and bounds in the new fiscal year.

Executive Report



"I would ask you to question who's at the table and who's not at the table and to think about those voices that aren't represented when you're making decisions."

James Halliday,
Board Chair of Emerging
Practitioners in Philanthropy

Ottawa-Carleton Lifeskills has a rich history of having people who do just that – make decisions based on both the individuals we serve and employees alike. Though they may not be physically present at meetings, be it a board meeting or other meetings – they remain at the forefront of all decisions made - ensuring OCL continues to provide the best quality of life for those entrusted into our care and ensuring those who care for them are cared for as well.

As the 2018/19 year began, we went into it knowing full well there would be no increase in our base funding. This not being a new challenge to us, we again saw an opportunity to do things differently, to create solutions with a new focus and to move forward in new directions. Through a number of decisions, both big and small, we continued to work diligently to find solutions without compromising our high standards regarding quality of care. We certainly kept ourselves busy, taking on many new projects. Two of those being the creation of a new

Strategic Business Plan for 2019 – 2024 and a Shared Services project in partnership with Ottawa Foyers Partage and Ottawa Rotary Home. Both required much effort and we extend our deep thanks to the entire board for their support, guidance and time.

Our Board of Directors continues to oversee the finances of the agency and supports management in finding new means to either increase revenues or reduce costs. Our Board takes its responsibilities very seriously. Along with the fiduciary responsibility all Directors on all Boards assume, our Board also assumes responsibility to give those individuals we support the best opportunities for independence and community inclusion that they and their families desire for them. Why? Because this is exactly what we would want for our own family members and many Board members are exactly that – family members who have lived the experience.

We would like to take this opportunity to thank all our Direct Support Professionals, 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. We look forward to working with all of you in continuing to shape the future of OCL as well as the developmental services sector within our community.



Miriam Fry
Board President



Jocelyne Paul
Executive Director

Financial Report

Statement of Financial Position

As of March 31, 2019

Assets

Cash and Investments	1,773,420
Prepaid Expenses	113,956
Accounts Receivable	245,684
Capital Assets	3,659,114
Total Assets	\$5,792,174

Liabilities

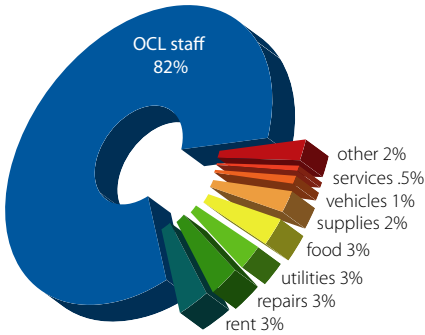
Accounts Payable and Accrued Liabilities	1,165,975
Deferred Revenue	10,071
Mortgages	238,448
Total Liabilities	\$1,414,494

Fund Balances

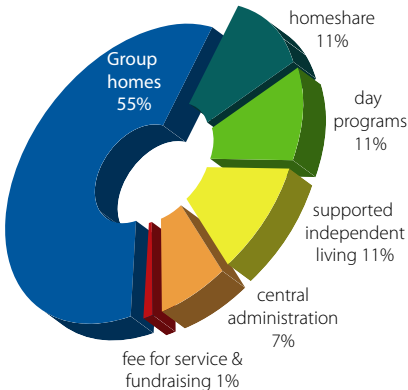
Externally Restricted	4,186,144
Unrestricted	191,536
Total Net Assets	\$4,377,680

Total Liabilities and Net Assets \$5,792,174

Expenses by Type



Expenses by Program



Statement of Revenue and Expenditures

As of March 31, 2019

Revenue

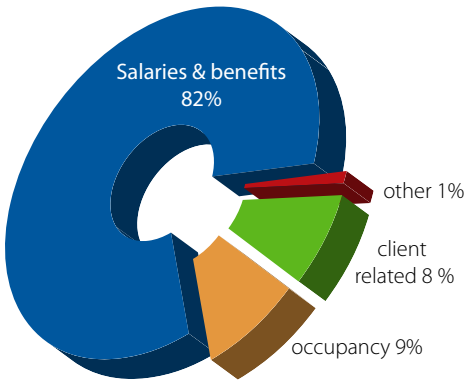
Ministry of Children, Community and Social Services	13,812,160
Client Revenue	1,084,734
Donations, Grants and Allocations	488,263
Other (Gain on Building Sale)	240,112
Total Revenue	\$15,625,269

Expenditures

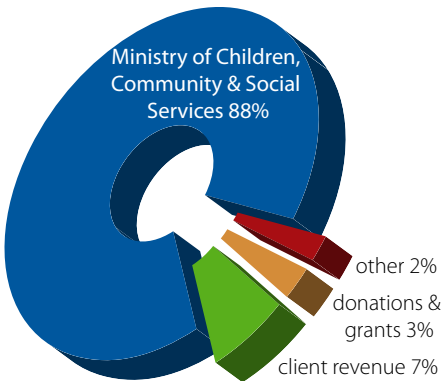
Salaries and Benefits	12,477,194
Client Related (Food, Vehicles, Supplies)	1,176,643
Occupancy (Rent, Repairs, Utilities)	1,357,533
Other Expenses	252,127
Total Expenditures	\$15,263,497

Excess of Revenue Over Expenditure \$361,772

Expenditures



Revenue



2018 - 2019 Employee Milestones

April 1, 2018 to March 31, 2019

30 years

Micheline C. Patrick S.

25 years

Alison L. Jocelyne P.

20 years

Elena A. Sheri O. Erin M.
Russell H. Nancy Mac. Vinus K.
Sherry M. Bonnie W.

15 years

Jodi H. Marcel W. Sharon L.
Julie K. Dorothy T. Claudeana G.
Amy S. Line H. Chasian M.
Brent B. Olivier F.

10 years

Hollan M. Romy V. Sarah M.
Samantha Mc. Kate M. Kelly L.
Sangba L. Sylvie S. Folake A.
Mary Ann M. Maggie L. Johnetta H.

OCL Board of Directors

Miriam Fry	- Board President
Steve Grieveson	- Vice President
Pam Jackson	- Secretary
Joan Kavanagh-Wilson	- Assistant Secretary
Andrew Simboli	- Treasurer
Susan Bihun	
Michelle Bloodworth	
George Jacobson	
Jack Stilborn	
David Cameron	
Gord McKechnie	

OCL Senior Management Team

Jocelyne Paul	- Executive Director
Brad Purvis	- Director, Human Resources
Steve Bent	- Director, Finance
Kim Caron	- Director, Operations
Tim Howe	- Director, Strategy, Planning and Agency Performance
Darlene Gollesch	- Director, Business Development



Ottawa-Carleton Lifeskills Inc.

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