



Momentum

From the Desk of the Executive Director

In the 2011 edition of Momentum, I spoke of a “Citizenship and Inclusion” workshop I had attended. These two days focused on how we can make a difference in the lives of those we support by examining and changing the ways we support them. *How can we better support those who rely on us for assistance, to expand their presence and participation in the whole community?*

2012 saw some of these changes evolve, for a number of people we serve. With the very difficult decision to close Alma Court in September, five people moved out of group homes into individualized settings. Two moved to Home Share, and three others have their own apartment or shared home, with staff support. In these settings, we are working closely with community partners and with the individuals’ families to provide a service which facilitates their independence and fuller participation in the community. These individuals’ social roles are growing, and will continue to grow – they enjoy a greater sense of belonging in the community, not only with OCL.

As we continue to face today’s fiscal realities and the requirements of new regulations and legislation, we will find many more opportunities to challenge our thinking - our ways of being and doing. In responding to these challenges, we will continue to adjust our thinking and create

new supports for those already in our care, and to meet the dreams and needs of those waiting for services. This has been discussed amongst our management team, in Labour Management meetings and in some staff meetings. These discussions will continue in 2013, when I will be seeking the feedback of our direct support staff and our families, as to how OCL can create new and innovative support models for those in need.

“As we continue to face today’s fiscal realities and the requirements of new regulations and legislation, we will find many more opportunities to challenge our thinking - our ways of being and doing.”

In April, our Board of Directors and the senior management team met to identify the top 3 priorities for the coming years: (1) identify opportunities for management contracting; (2) the development of Social Enterprise; and (3) the development of a fundraising program.

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INSIDE STORY

ALMA COURT

“...thanks to those who lived there and those who provided loving care, the ghosts at Alma, if there are any, will be smiling, laughing, singing, and dancing!”

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4 ALMA COURT: 16 YEARS OF LIVING!

2012 marked the closing of our group home on Alma Court, but not the end of the memories! The opening in 1996 by OCL facilitated part of a large wave of individuals moving from institutions that year.

Built originally as a clinical home for children who had high medical needs, Alma Court had a number of renovations over the years: originally, we created more privacy for the bedrooms, a wheel-in shower, and a closed kitchen, along with more security for the backyard walkway, deck and gazebo. Later, we enlarged the tiny med-room/office; changed the laundry room, built another small office, further enclosed the kitchen, even made a former coat room into a tiny supervisor's office!

The original eight all moved in on the same day in 1996! We had lots of staff around, to unpack and help everyone deal with the enormous change. Of those eight, Kenny T., Debby A., Tami S., and Jackie F. called Alma Court home for 16 years. Others have lived with them, and moved on: Danny B., Tracey W., Pierre B., Derrick J., Kirby M. and Ben N. Pat D. enjoyed his pri-

vate bachelor pad upstairs, for a couple of years. And sadly, we said good-bye to Maria C., who moved from Alma to palliative care for the final weeks of her life.

As years passed, OC Transpo service and city water and sewage did not develop as planned.



Tammy and Emily

New requirements for the water and septic systems became more complex and expensive to implement, heat and ventilation to the nearly fully-enclosed kitchen be-

came problematic, and the costs of running vans from such a distance to community health, recreation and cultural activities showed a measurable increase in expenditures. Faced with increasing costs and flat-lined funding, we took the difficult decision to close Alma Court.

Over the years, many staff and supervisors have supported those who lived at Alma Court, helping them to have full and active lives: fishing trips, sightseeing boat cruises, feeding the animals at Parc Omega, lawn-bowling, hockey games, trips to Florida. There are wonderful photos of sightseeing at Parliament Hill, picnics, barbecues at other OCL homes, cooking and parties at home, Christmas and birthdays. After the news of the impending closure, staff put on brave faces and provided many special moments, as they worked hard to prepare everyone for their transition to new homes.

We don't yet know what the fate of Alma Court will be. But thanks to those who lived there and those who provided loving care, the ghosts at Alma, if there are any, will be smiling, laughing, singing, and dancing!

Continued from the Desk of the Executive Director...

Since this session, we have not let the grass grow under our feet! We have worked diligently on all 3 priorities. In October, Kim Caron was seconded to TELCI as their Executive Director for 4 months; we succeeded in receiving a grant for the development of a business case for a social enterprise (Tableworks); and discussions are underway for the development of a fundraising program within OCL. We will see these initiatives continue into the new year, and the outcomes will help OCL move forward well into the future.

OCL is not alone in facing these challenges, and we are not working in isolation in finding solutions! We are working with OASIS (Ontario Agencies Supporting Individuals with Special Needs) and our community. In early November, 2 board members and I were invited to an Eastern Regional workshop, "Winning Ways – How Working Together Can Benefit Us All", which focused on Collective Impact. The two day workshop outlined a framework and provided examples of innovative solutions across Canada and the USA, involving diverse partners engaging and collaborating to achieve positive outcomes.

As I look into the future, I continue to go back to what I wrote in 2011: *How must we change to keep our momentum, creating services that bring those we support closer to their desired future? What are the new dreams? How can we facilitate their achievement? How will we help people to create lifelong memories?*

By: Jocelyne Paul

Executive Director

Picnic 2012... washed out

Every September, OCL holds the agency's annual picnic. Despite the funding shortfalls that OCL has had this past year, and the difficult decisions which had to be made, the agency picnic was still an event we knew many looked forward to attending. The picnic provides an opportunity for the agency to come together and celebrate the positives that have happened both for the individuals we serve and the agency as a whole. The cost associated with holding the annual picnic is paid for through dollars fundraised over the year. Each year, the attendance at the picnic increases. It has been so wonderful to see the individuals we support, families, staff and other community

members who support OCL, at this event. It has also been a great event to socialize with people and see how they have grown and changed since last year. It is amazing to see how fast children grow up! This year however, the weather was not on our side. This was the first year we have had to cancel the agency picnic. The thunder, lightning and torrential rainstorms just would not quit. And trust me, for the people who did show up to help out that morning, it was not a pretty sight. But all was not lost, as the enormous amount of food brought over by the *Ottawa Bytown Rotary Club* did not go to waste. The food was divided between all the residential programs,

and staff and clients from the locations came out in the pouring rain to pick up their share of the goodies to take back to the houses and have their own indoor picnics. Let's hope Mother Nature is good to us next year. See you in September 2013!



It's the moments, they say...



So I'm working at my new group home, and as you know it is not exactly my cup of tea - for a person who doesn't like change it's a whole lotta change! Knowing me it's just a matter of time before I love it, just to get used to something (gasp!) new.

Days can be long as I am missing my little girl Ainsley May, and wishing I could be home with her especially yesterday as she was home sick with ear infections. But yesterday I found myself and three of the roommates waiting for another friend in her driveway. Two roommates in the van, me and the third on the driveway. Someone from the back of the van says "Hey Leah turn that up, it's a good one!"

So I crank the volume and find myself part of an impromptu driveway dance party at 10:30 on a Thursday morning. It's like a snapshot in time, sunny day - fall leaves floating gently in the air and the four of us singing out TNT it's Dynamite, TNT (as really who knows any of the other words to that song) and shaking what our Mama's gave us.

At the end of the song there were lots of smiles, high fives and a couple of back slaps. The guy from the back says "See Leah, I told you it was a good one."

...and it really was.

Leah L.

Residential Counsellor

What's in a Name?

- **M** - Moving forward
- **O** - On a clear path
- **M** - Making changes
- **E** - Embracing the future
- **N** - Never stop dreaming
- **T** - Taking on new challenges
- **U** - Utilizing our talents
- **M** - Making memories to last a lifetime



Developmental Services Changing Landscape

In the changing landscape of Developmental Services, our Home Share program is a strong and viable option for those who need full residential supports, and who want a more flexible, individualized service.

Our first pilot began in 1994, with funding from Service Coordination to move folks from our group homes, so individuals in need of that support could move in. We now have 15 Home Shares supporting 30 people. For these individuals and their families, the benefits are well-documented: a single employee supports only two individuals, getting to know everything about them, providing a consistent point of contact with all outside professionals, and providing the families with a single, consistent communicator who always knows "what's going on."

Home Share staff sometime facilitates new family relationships. For

instance, one lady now enjoys independent visits with out-of-town friends of her family; another lady contacted her favourite brother after a 20-year separation; a couple without family contact now enjoy a caring and extended family, from Ottawa to Montreal; and one young man is helped to write his own loving letters to his far-away mother, every month.

The Home Share program consists of employees who have sound judgement, excellent problem-solving and organizational skills, and the initiative to work well on their own. These employees have the flexibility to interweave their own lives with the lives of those they support. They have the ability to work at home, to change plans and be spontaneous, improve relationships with the individuals' families, lower stress and introduce more normal rhythms of life to those they support. Home Share is the only job we know, where you can take a long weekend at a ski resort, without using your vacation. Those we serve have

benefitted from trips to resorts, tropical vacation spots, cottages, road trips to Ontario tourist attractions, and other fulfilling vacations, supported by their staff, who also had a wonderful time!

There are many success stories. In the midst of the Alma Court closure, we were able to offer a Home Share to Peter K., who grew up in Toronto with his family for 40 years. Once he was out of school, Peter became a fixture in his neighbourhood, well-known and loved by friends and neighbours. He loved his long walks, doing chores and walking his dog.

After the family moved to Ottawa, family tragedies took away Peter's home life. In the emergency, Peter was moved to a long term care facility, a placement definitely not suited to his needs. He had day supports at OCL, but needed his family and the home setting back in his life. Enter Home Share! Peter is happy

(Continued on page 7)

In Loving Memory

Although OCL has been saddened by the loss of Maria C. and Kim R., we are comforted by cherished memories of these two lovely ladies.

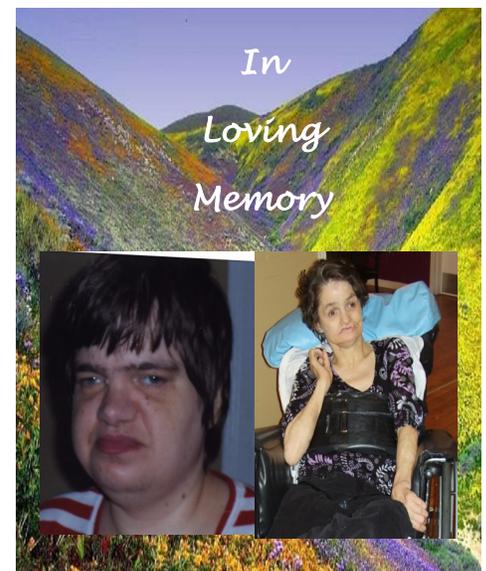
Kim moved into Ivanhoe in the winter of 2009, and hooked everyone with her humour, glamour, and ability to make everyone smile. Kim was always up for an adventure, her "Jane Fonda workout," a manpedi, or her country music. Her great strength of mind and integrity overcame her health issues, and kept her spirit (and ours) strong.

Maria was with OCL for many years, but called Alma Court home for the last 12 years. She was a lady content in any milieu. Maria

loved her visits with her mother and other family, as devoted to them as they were to her. Maria's gift was to share quiet, comforting, and refreshing peaceful moments with staff, enjoying the pleasures of a walk, favourite songs, and softly holding hands. When Maria became ill, she inspired us all with her quiet strength.

Both Maria and Kim were towers of strength, models of courage and spirit. They had much to teach us of patience and tolerance: they were tolerant of the many people who passed through their lives, and patient with each of us, our own quirks and foibles. We are grateful

they passed through our lives, and permitted us to pass through theirs.



In a word...

Barb Kerr • Branka Beric • Pierre Ranger • John C. Drolet • Brite Nights Inc. • Douglas Anderson Surgenor National Leasing • Richard D. Drolet • J.C. Robinson & Son • Laughlin's Custom Carpentry Ltd • Abode Inc • Brite Nights Inc. • Patricia and Pieter Stoeken • Barbara Greenberg • Home Sharer's Association • Vicki Bosse • Kimberley

Thank you!

You made a difference in the lives of people we serve.

Everyone is tightening their belts. Family budgets are being cut. Government budgets are being reduced.

But our donors, they stepped up to provide essential equipment, programs and activities that would otherwise not be possible.

For that we say a big THANK YOU! These words although often spoken mean so much more when we are referring to our donors.

Thank you means that Armand received a new tooth and feels great about how he looks.

Thank you means that CPS Participants were able to do some woodworking with the wood that was donated.

Thank you means that Joey has furniture for his new apartment.

And thank you means that several individuals attended a hockey game and enjoyed the excitement of being in the building.

These life changing and at times life-saving programs are critical to the people we serve.

As we look ahead to 2013 there will be other opportunities to give to Ottawa-Carleton Lifeskills.

Financial gifts allow us to provide services which are not cov-

ered by the Ministry of Community and Social Services. One of the most effective and easiest ways to give is through our monthly giving program. Simply visit CanadaHelps.org to set up your monthly gift.

The gift of time is also an important part of OCL. Whether you could paint a bedroom, help plant a garden, sew on buttons or repair clothing. Or do you like to sing or play an instrument or dance? Are you a baker and enjoy making cookies?

Suggesting to your school, service club or employer that you 'adopt' OCL is another wonderful way to give the gift of time. Adopting OCL could include collecting pop cans, toiletries, craft supplies or materials for refinishing furniture. Or do you have knowledge or training that could help those we serve—massage, Tai Chi, sign language, art or music therapy?

As staff we are privileged and fortunate in that every day we can make a difference, big or small, in the life of people who need our support. Whether we help someone move into his own apartment, or brighten someone's day by singing a favourite song, we have many opportunities to make a difference.

However, there are times when we need to look to the community for their gifts to OCL. The possibilities are endless and the need is great.

Please contact Kimberly Gallant at kgallant@ocl.ca or 613-254-9400 to talk about ways that you and your family can get involved with OCL and make a difference!

And please accept our big THANK YOU!

Gallant • CUPE Local #3826 • OCL Board of Directors • Nancy Andrews • Lesley and Dave MacIsaac • Sakto Management Company • Zenia Leigh • Pam Mooney • Pietersma Tinworks • Trinity Development Foundation •

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Dual Diagnosis

I started my journey in the mental health field after I graduated from Acadia University. I began working at a rehabilitation centre in N.S. for adults with intellectual disabilities. I spent my summer working as a nurse's attendant on a ward for clients who were deemed as behavioural. It was there I saw the theories I learned about in university come into play in real life situations. As I learned about behavioural programs, protocols, and various reinforcements I became hooked. I moved to Ottawa in 2000 and immediately began to look for similar work; at which point I was hired on at Ottawa Carleton Lifeskills. Throughout my 12 years in the field I have worked in group homes, the children's services program, community programs, and school settings.

As I learned more and became entrenched in this area I found the par-

ents that I had the pleasure working alongside. Each and every one of you allowed me to appreciate,



Melanie Robarts

"I wanted to see if I could assist in creating resources that provided counselling to individuals with intellectual disabilities, their families, and care providers."

Melanie Robarts

ticular area of dual diagnosis fascinating. I decided I wanted to do more within the dual diagnosis area and so

I went back to school to get my Masters. I wanted to see if I could assist in creating resources that provided counselling to individuals with intellectual disabilities, their families, and care providers. I graduated in 2011 with my Masters in Psychology Counselling. As a culmination of my efforts to date, I created a guide book to assist in the basic understanding of individuals with intellectual disabilities who suffer with post-traumatic stress disorder. This volume is aimed at providing an introduction for family members and care providers to Post-Traumatic Stress Disorder (PTSD) experienced by individuals with intellectual disabilities. In addition this guide contains a suggested tool that can be used to document possible life events and experiences that could lead to PTSD symptoms later in life. I hope this will be my first volume in a series of guide books for the same group of individuals experiencing various secondary psychiatric disorders.

In addition I anticipate developing and modifying evidence-based interventions in hopes to write and publish specific intervention books. I want to express my deepest appreciation to my past employment of 12 years, the families, and cli-

ents that I had the pleasure working alongside. Each and every one of you allowed me to appreciate, explore, and fuel my passion in dual diagnosis today

Editors Footnote:

On behalf of OCL we would like to congratulate Melanie on her academic achievements, and her continued support of the residents of OCL. Best of luck with your future plans academically, professionally and within OCL.

2012 Milestones

25 years of Service; Michel Saint-Denis, Melodee Morin, Anne-Marie Hamilton

15 years of Service; Heather Tarte, Dina Soroka, Tracey Joynt, Elizabeth Potugaise, Cheryl Beckwith, Pauline Holmes, Piotr Fraczyk, Evelyn Forrest, Brent Lafreniere, Estelle Allen,

10 years of Service; Erika Kubenova-Patzer, Chantale Turenne, Christine Brazolot, Andre Demers, Melissa Piracha, Marcel Tousignant*

* missed from 2011 list

Employee longevity is important everywhere, but especially in an agency like OCL. Experienced staff help provide a long term insight to our clients. In turn clients and families feel more secure, new employees benefit, and administration and management systems improve. We salute the hard work and dedication of all our employees. Unfortunately the list is too long, we can't list individual years of service. Thank you all for your dedication to those we serve.

Joey L New Home

Joey, a resident of Killarney 2 has had quite a dream, for a long time—the independence and privacy of his own apartment. Over the years, he has been supported by staff who have worked hard to help him move toward his goal: to manage his dietary and medical needs, to plan positive and enjoyable activities into his days, to help him develop social relationships (including a girlfriend!), and to use community resources.

The question remained, for a long time: how to expand our Supported Independent Living (SIL) Program to provide staff support to Joey? This program has been full for a long time, and Joey needed a bit of help every day, which is more than the SIL program provides.

The answer came when OCL closed Alma Court. Group home funding was converted to Enhanced Supported Independent

Living—to support persons who need to see staff daily, in order to live well in their own apartments. Suddenly, moving to an apartment was within Joey's reach! Joey was ecstatic!

Finding an affordable apartment was a difficult task. Competing with students as they returned to university proved to be quite the challenge. The days of searching for apart-

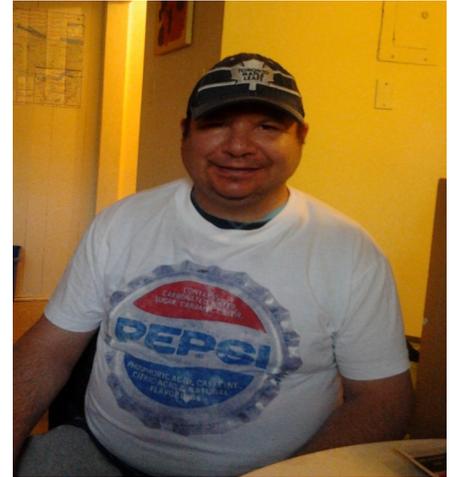
“Suddenly, moving to an apartment was within Joey's reach! Joey was ecstatic!”

ments through newspapers are over. Everything is on-line, and the virtual picture never seemed to be what the place looked like in person. Joey began packing up for his new home, even before it was found.

Finally, staff and Joey found the right spot, and Joey moved into his new apartment on October 1st, 2012! Joey is overjoyed and ready to take

on the world. Congratulations to him, and to all the residential staff who have supported Joey over the years, to practice the skills he would need to become another guy enjoying independence—a life of his own.

We expect the Enhanced Independent Supported Living to become an important option for more and more individuals who can safely live on their own with daily staff support. If you are interested in SIL or ESIL, please contact Vicki Bosse at 613-254-9400 X 224 or vbosse@ocl.ca



Changing Landscape (continued from page 4)

again — he shines. He has fully adopted “his” Home Share family. Once again, Peter can go for walks in his neighbourhood, nodding and greeting his neighbours. Once again, he has his own room, with privacy and security for his belongings. Peter takes great pride in his appearance - he is well dressed and looks like a man going to work, as he certainly is. His Home Sharer respects his need for independence, and is supporting him to become part of his new community, and helping him foster the family relationships remaining in his life!

If you are interested in Home Share

supports, or in becoming a Home Share employee, please contact Brent Barlow at 613-254-9400 x 225 or bbarlow@ocl.ca



Pictured above homeshare clients (Best Man David and Bridesmaid Cindy) in Cuba at their homesharers wedding ceremony... they're part of the family.

Two Social Enterprises at work

Tableworks Catering has continued to grow over the last year. They have catered several large luncheons (50-60 people) and have become the caterer of choice for Ontario Medical Supplies (OMS). In May, *Tableworks* won a grant from Bon Appétit Ottawa to purchase equipment for their kitchen. The summer months were fragrant with the smell of jam making (200 jars). They were a hit – sold out in record time.

In April, *Tableworks* received a grant from The Collaboration for Innovative Social Enterprise Development (CISED) to hire a business consultant to develop a business plan for *Tableworks* – to take it to the next level. Francois Couillard, business consultant consulted with employees at all levels, through face to face meetings and on line surveys to businesses that would use catering and developed a business plan. Several recommen-

dations have been put forward to the Board of Directors- chiefly that *Tableworks* is a viable business that should be actively developed.

In September, *Tableworks Catering* began a partnership with Operation Come Home – RePurpose Store. They show case local artists as well as social enterprises in their store. We are currently selling jams as well as some woodworking items from Tree Frog Recycling.



**Peter, Sherry and Fern
In the Tableworks kitchen**

Tree Frog Recycling

Tree Frog Recycling is a social enterprise started in OCL's Community Participation Supports program. There are two aspects to Tree Frog Recycling – pop can recycling and woodworking using recycled wood. All our tea light holders are made from pallet wood that has been donated to us. For further inquiries please contact us at recycle@ocl.ca



Alma Film Roll 2012



Focus.. Core Competencies—What are these?

Nearly everyone who works in Developmental Services has been asked, “What is it you actually DO for a living?” When you begin to explain, have you heard, “oh, you’re like a personal support worker,” or “You must be sooooo patient!” And at the end of the conversation, they still don’t really know what you do, or appreciate why you do it, and perhaps don’t understand **how** we do what we do. It’s a common feeling in this field, to feel the work we do is misunderstood and at times, undervalued.

The Human Resource Strategy is a collaborative initiative between the Provincial Network and the Ministry of Community and Social Services. This ten year initiative, which began in 2008, is in response to the current human resource pressures as well as a proactive approach to future challenges anticipated in the transformed sector. The HR Strategy focuses on a career in Developmental Services as being a respected career choice and professionally attractive, while at the same time, raising the bar related to competency, training, and standards. The Hay Group was engaged to work specifically on the development of the “core competencies” for six key positions within the sector. They identified a difference between *technical competencies* (knowledge, skills and abilities) and *core competencies* (personal characteristics, values, traits, motives). They gathered data, reviewed job descriptions, and met with a number of direct care staff, management, Executive Directors and MCSS.

The result was a dictionary and a training plan for *Core Competencies: skills, knowledge, behaviour or other personal characteristics which are essential to perform the job, and that differentiate between typical and outstanding performance.*

Each Core Competency is fully defined. The desired levels of proficiency for employees in different roles are concretely interpreted. For instance, the level of proficiency in *Fostering Independence in Others* required for an Executive Director will be different from the level required for direct support staff. Core Competencies have been identified, defined and interpreted for the following roles:

- **Direct Support Staff**
- **Direct Support Supervisor**
- **Directors**
- **Executive Director**

Thus far, Core Competencies have not been defined for our administrative positions.

What + **How** = **Successful Performance**

Core Competency examines two distinct aspects of performance

WHAT – this technical aspect refers to what the employee needs to know, in his/her role within the organization. Tangible tasks - giving medications, applying First Aid, balancing a budget. *WHAT* means the goals or end results identified for their role.

+

HOW - this behavioural aspect refers to the way the employee approaches work: creativity, initiative, advocacy, resilience. The *HOW* means the activities and competencies which enable successful achievement of results.

Implementation of Core Competencies within OCL

The process requires the collaborative leadership of direct support staff and Managers. Vanessa Bruni, Kurtis James, Kelly Ashe, and Kim Caron have accepted the responsibility of becoming Core Competency Trainers. They have participated in *Train-the-Trainer* sessions, and will begin training OCL management in December 2012 and front-line staff in January 2013.

In the training, each employee will review the 15 Core Competencies, complete a Competency Assessment Questionnaire (CAQ), and then arrange to meet with their Supervisor to complete a Discussion Planner. The Discussion Planner creates an action plan, with goal-setting based on one or two Core Competencies. The goals will be unique to each individual and will be concrete and measurable. A Resource Guide will be available on ShareVision to assist all staff in meeting their goals. (*con’t page 10*)

Know Your Core Competencies

- **Advocating for others**
- **Fostering independence in others**
- **Leading others**
- **Resource management**
- **Collaboration**
- **Holding people accountable**
- **Managing change**
- **Self-development**
- **Initiative**
- **Relationship/network building**
- **Strategic Thinking**
- **Interpersonal relations and respect**
- **Resilience**
- **Developing others**
- **Creative Problem Solving & Decision Making.**

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Contact Tableworks:
tableworks@ocl.ca

Contact Treefrog:
recycle@ocl.ca



OCL Annual Golf Tournament !

Nearly 100 golfers had another wonderful day at our 12th annual OCL-Bytown Rotary annual charity golf tournament at eQuinelle in Kemptville.

The weather was clear and hot, most shots were great and we all had a fun day capped off with a terrific dinner, nice prizes and a successful auction.



A big thanks to all our sponsors and volunteers. Please plan on attending next year on June 10, 2013 same time, same place. See you there!!!



If you are interested in entering or sponsoring our 2013 Tournament please contact Stephen Bent sbentocl.ca or 613.254.9400 x230

Core Competencies (continued from page 9)

What's in it for you?

The Core Competencies initiative is to provide consistent professional standards of care across the Developmental Services sector. By OCL participating in this initiative, our agency's level of care can be concretely measured, thus ensuring we are providing the best quality of care for those we serve.

There are seven Core Competencies related to direct support staff, nine related to Supervisors and Directors and ten related to the Executive Director. The Core Competencies will allow all OCL employees the opportunity to clearly identify areas which they would like to make improvements in, thus increasing their skill set.

Core Competencies also includes the aspect of increasing public awareness to the Developmental Services Sector as a valid and valued professional career choice. The introduction

of this training accomplishes this as it allows the public to see that our sector is united in providing consistent professional standards of care.

Overall, Core Competencies aims to improve both the internal and external views of those working in the Developmental Services sector. It is hoped this training will also provide a better understanding of, and respect for, your role within OCL, for not only the individuals we serve, but their families as well.

From an Agency perspective, everyone gains: better support for those we serve, happier employees at every level, a positive culture of growth and development, and over time, improved perception among the general public: All of these outcomes are critical to support OCL's forward momentum: focusing on how we serve individuals, how we can change to address emerging needs and expectations, and move to a more pro-active, positive and exciting corporate culture.