

# Controlling our destiny

Annual Report 2019/20



**Ottawa-Carleton Lifeskills Inc.**

# Controlling our destiny

*In 2018/19, OCL laid out a road map in our Strategic Plan for "Taking Charge of our Future."*

*In 2019/20, we began "Controlling our Destiny" with one powerful question: "How might we ..."*



We had help formulating this question. In a complimentary Deloitte Greenhouse® session, a small group of management and staff worked with specially trained facilitators to disrupt conventional thinking, spur creativity, and bring about new perspectives leading to tangible solutions.

We bounced around a lot of ideas on "how might we ..." and here's a sampling of questions we pondered:

## Seniors

How might we provide care and support for three groups who are aging: our individuals; the parents of our individuals; and, the senior population at large?

## New services

How might we identify gaps in the developmental services sector that we can create new products and services for which there is a ready market? How might we duplicate this process for other sectors?

## Consulting services

How might we identify and design a range of consulting services which other non-profits will want to purchase?

## Alternative sources of funding

How might we identify and access sustainable alternative funding streams outside of the Ministry of Children, Community and Social Services (MCCSS)?

## Supported independent living/ supported apartments

How might we duplicate Den Haag so we can move away from bricks and mortar property ownership to rentals to expand our Supported Independent Living/ Supported Apartments programs?

*This is by no means a completed list of questions. By continually asking ourselves "How might we ..." we will have a clear sustainable business model that goes beyond the developmental services sector by 2024.*

# A year in review



## Person centred approach

2019/20 saw OCL ramp up our Person-Centred Approach (PCA). Over 65 Person-Centred Reviews were completed with families participating in these. In addition, more than 100 individuals completed their "1 page profiles", 100 Direct Support Professionals (DSP) were trained in PCA, more than 70 DSP completed their "1 page profiles", and, 6 team profiles were created.

For the second year in a row, OCL completed the "Progress for Providers", a tool to measure PCA adaptation by an organization. OCL is well on its way to achieving its goal of "a sustainable person-centred and individualized service delivery model by 2024.

## Sustainable business model

In April 2019, OCL welcomed Darlene Gollesch as its very first Director of Business Development. Darlene quickly learned about our sector including the challenges we face.

Embracing two key strategic directions - developing a sustainable business model beyond the developmental services sector and building targeted partnerships and the necessary communications/branding strategies - Darlene launched a multi-faceted approach to sell OCL's current services, build partnerships to amplify

OCL's business development efforts and identify OCL services to sell outside our sector.

One notable success: Business Development and Operations worked closely together to submit a winning proposal to the Government of Nunavut for "Out of Territory Support for Residential Care Services." OCL is now a vendor of choice for supporting Nunavut residents in Ottawa.

## Leadership

Leadership is organic and must be cultivated for organizations to achieve their potential. OCL's leadership evolved in 2019/20 with promotions and changes in roles and responsibilities.

In August 2019, we were pleased to announce Lesley MacIsaac's transition from temporary Manager to permanent Manager. A great addition to our solid team of Managers.

Changes at the Senior Management Team in 2019/20 boosted our efforts to control our destiny. In April 2019, Darlene Gollesch joined OCL as the Director of Business Development. In September 2019, Kim Caron's and Tim Howe's titles changed to better reflect their roles and responsibilities. Kim, as Director of Operations, oversees all OCL homes and programs and ensures their alignment to OCL's Strategic Plan. As Director of Strategy, Planning and Agency Performance, Tim assumes leadership of all activities supporting the successful implementation of OCL's Strategic Plan.

Leadership Exchanges are important for enhancing leadership capabilities. In September 2019, OCL hosted Natalie Clos, HR Manager from It's My Life Kamloops Society. Through an International Initiative for Disability Leadership exchange, Natalie toured our supported apartments at Den Haag where we showcased how we use technology to enhance our residents' independence while ensuring their health and safety.



# Other notable achievements

## Our ultimate success

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2019/20 saw many successes in our Community Participation Supports (CPS) program, Residential Homes, Supported Independent Living and Home Share. CPS participants enjoyed visits by pop-up painters and an ice cream truck.

Many milestone birthdays were feted including Debby who turned 70 years young. Getting a driver's license was a major achievement for many individuals in our Supported Independent Living.

Travel was at the top of list for a lot of folks in our care. Kingston, British Columbia and the Caribbean were popular destinations. Norm spent a month in Jamaica with his family, and David traveled to Mexico to experience the wonders of Tulum.

Concerts were as popular as ever with a group of ladies going to the NAC to see "80's Mix" and "Mary Poppins." Our individuals showed off their creative and culinary talents at many fairs around the region including the KRP Entrepreneur Exchange, Arnprior Fair, and the KRP Fall Bazaar where Doug was our best sales person.

## Continuing to build our culture

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ENACT actively promoted "culture" in 2019/20. To continue their momentum, the ENACT Crew met in February 2020 to develop an action plan for 2020/21.

During the one day session, the Crew heard from Adrienne Findlay, Managing Director, Culture & Engagement Solutions, Waterstone Human Capital. Adrienne identified critical questions for the Crew to ponder in developing the new plan.

Armed with these questions, the Crew quickly got to work on an action plan that will ensure OCL is actively living its culture statement by 2024. Stay tuned for more developments from your ENACT Crew.

## Annual golf tournament

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Our 2019/20 Golf Tournament exceeded our expectations. Equinelle delivered a beautiful day and a wonderful dinner. Jim Perkins, Founding Director, Capital City Condors fired up the bidding for our charity auction as our Master of Ceremony.

Thanks to the generosity of our players, sponsors and volunteers, we raised over \$11,500 – a 64% increase over 2018/19.

## Annual picnic

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Facing financial pressure, OCL made the difficult decision to cancel our 2019/20 picnic. True to the adage that when one door closes, another door opens, a small group of OCL employees came together to serve up "Chips in the Park".

OCL individuals and staff gathered in Kingsmere Park to enjoy delicious handmade fries from "Fries for Charity", a charity generously supported by W.O. Stinson and Stagra Automotive. It was enjoyed by all who attended and even raised \$315 for OCL's charitable organization.

## Looking forward

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2019/20 started with so much promise. We had our roadmap for taking charge of our future and we began controlling our destiny by responding to our "how might we ... questions".

On March 11, 2020 the World Health Organization declared the COVID-19 a pandemic and on March 17, 2020, the Government of Ontario declared an emergency under the Emergency Management and Civil Protection Act.

Facing a global pandemic, OCL took early and decisive action to protect the health and safety of the individuals we support and our staff.

# Executive Report

*"To be successful, you have to have your heart in your business, and your business in your heart."*

Thomas Watson, Sr.  
former CEO, IBM Corporation

We are reminded by this quote of how at every level of our organization – it can clearly be seen and felt – that our hearts are both what drew us to work with individuals with developmental disabilities and what drives us to continue to work to ensure those we serve are given the best quality of life possible. Our hearts also remain with the compassionate, dedicated and strong Direct Support Professionals – who provide the amazing support to the individuals entrusted into Ottawa-Carleton Lifeskills' care.

As the 2019/20 fiscal year began, we were aware our base budget would see no increases. Having dealt with this familiar situation before, we knew in order to balance the budget, decisions would need to be made. Through the hard work and perseverance of our front line staff, management and administrative teams we were able to carry out those decisions. We continue to create solutions in order to move forward to create the vision we want for OCL in the future.

The Board continues to oversee the finances of the agency and supports management in finding new means to either increase revenues or reduce costs. Using the new Strategic Business Plan for 2019/24 as our guide – all levels of the agency remain focused on the five key strategic directions found within the plan. We have also developed a sustainability plan *Controlling our Destiny*. With the Boards' input and support, this plan has guided the agency in making decisions which has positioned us for future success.

The developmental services agencies in Ottawa have always worked collaboratively, sharing information and expertise. Collaboration between OCL, Ottawa Rotary Home and Ottawa Foyers Portage continued as we moved forward with Phase 2 of our Shared Services project - sharing of back office functions,

which would mean more flexibility to support the individuals in our care. We would like to extend a huge thanks to Joan Kavanagh-Wilson and Susan Bihun, our two board members who have put in many hours on the project, to ensure OCL continues to be aligned with evolving policy and funding environments and the government's focus on improved outcomes for individuals supported as well as increased efficiencies.

As we wrap up fiscal 2019/20, we are facing a global pandemic. But ... we're prepared! Our dedicated Direct Support Professionals are committed to the individuals we support, our management and administration staff are working hard to learn as much as possible about COVID-19 to protect the health and safety of our individuals and staff, and our Board of Directors fully supports the Senior Management Team as we navigate through this "new normal."

I would like to take this opportunity to thank all of you for your combined efforts that have allowed OCL to continue to provide the highest quality of care for those we serve ... in the face of a global pandemic ... while we continue to work together to shape the future of OCL as well as the developmental services sector in our community.



**Miriam Fry**  
Board President



**Jocelyne Paul**  
Executive Director

# Financial Report

## Statement of Financial Position

As of March 31, 2020

### Assets

Cash and Investments	2,517,167
Prepaid Expenses	74,915
Accounts Receivable	273,048
Capital Assets	3,594,801

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Total Assets	\$6,459,931
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### Liabilities

Accounts Payable and Accrued Liabilities	1,853,721
Deferred Revenue	10,071
Mortgages	207,007

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Total Liabilities	\$2,070,799
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### Fund Balances

Externally Restricted	4,121,212
Unrestricted	267,920

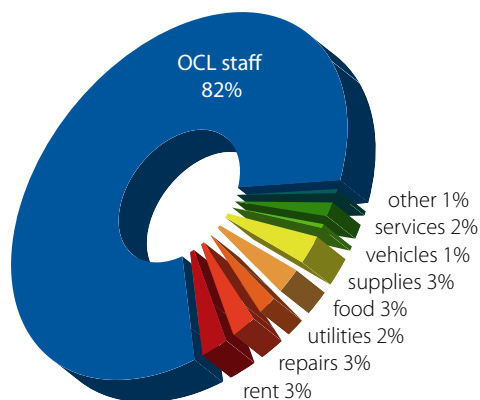
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Total Net Assets	\$4,389,132
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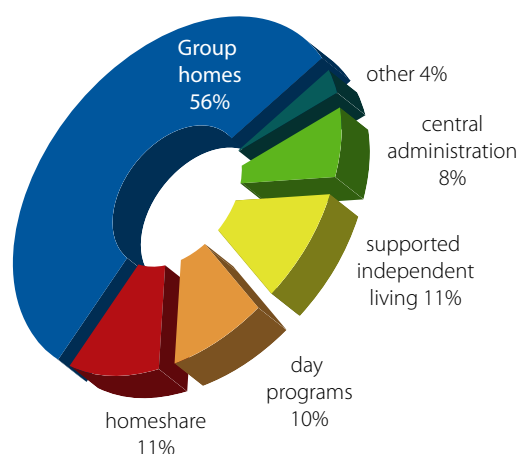
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Total Liabilities and Net Assets	\$6,459,931
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Expenses by Type



Expenses by Program



## Statement of Revenue and Expenditures

As of March 31, 2020

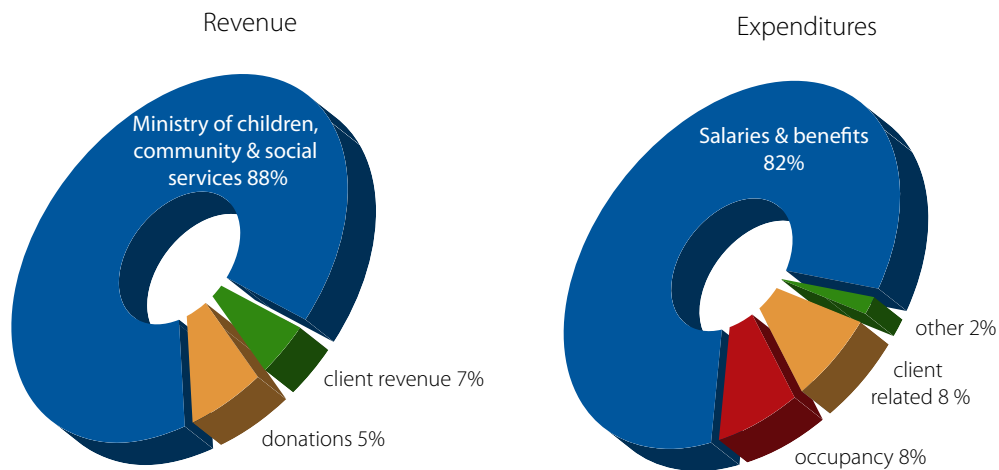
### Revenue

Ministry of Children, Community and Social Services	14,395,729
Client Revenue	1,110,691
Donations, Grants and Allocations	750,394
Other (Gain on Building Sale)	-
<b>Total Revenue</b>	<b>\$16,256,814</b>

### Expenditures

Salaries and Benefits	13,157,667
Client Related (Food, Vehicles, Supplies)	1,359,561
Occupancy (Rent, Repairs, Utilities)	1,411,131
Other Expenses	317,003
<b>Total Expenditures</b>	<b>\$16,254,362</b>

<b>Excess of Revenue Over Expenditure</b>	<b>\$11,452</b>
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# 2019/20 Employee Milestones

April 1, 2019 to March 31, 2020

## 30 years

Claire B.      Kim C.

## 20 years

Cynthia S.      Eve D.      Debbie S.  
Steve T.      Rebecca G.

## 15 years

Ashley P.      Shane C.      Kirk L.  
Charlene M.      Debbie H.

## 10 years

Kristin M.      Brittany Y.      Curtis J.  
Emily B.      Karen M.      Chris K.  
Keith H.      Melissa K.  
Bernice G.      Lesley M.

## 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	
Jim Perkins	

## OCL 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

## OCL Managers

Paul Whittle	- Castle Hill
Kelly Ashe	- Community Day Supports (CPS)
Bonnie Wry	- Den Haag & Otterson
Kurtis James	- Ivanhoe
Chris Kennedy	- Killarney 1
Andre Demers	- Killarney 2 & Palsen
Brent Barlow	- Pulford
Rebecca Godfrey	- Home Share
Micheline Carriere	- On-Call & Saturday Day Program
Lesley MacIsaac	- Supported Independent Living
Marcel Walsh	- Supported Independent Living



**Ottawa-Carleton Lifeskills Inc.**

[www.ocl.ca](http://www.ocl.ca)