

# Raising our sail - Charting our future

Annual Report 2021/22



*“On the other side of a storm is the strength  
that comes from having navigated through it.  
Raise your sail and begin.”*

Gregory S. Williams

Leader and Facilitator of optimum  
organizational outcomes

# Raising our sail – Charting our future

In 2021 – 2022, we began to see the “end of the beginning” of the pandemic. With COVID-19 still threatening the population, the Ontario Government pulled the “emergency break” on the road to reopening at the start of our new fiscal year. On April 7th, temporary public health and workplace safety measures limited indoor capacity, prohibited indoor public events, restricted in-person shopping and prohibited indoor and outdoor dining.

*“Whatever happens next in this unprecedented COVID-19 pandemic, we have reached the “end of the beginning.”*

*“10 COVID-19 Lessons that will change the Post-Pandemic future.”*

World Economic Forum/Ipsos

*“While no one can say how long the crisis will last, what we find on the other side will not look like the normal of recent years.”*

*“Beyond Coronavirus:  
The path to the next normal.”*

McKinsey & Company

The uncertain start to 2021-2022 did not deter OCL from visualizing what could be on the other side of the pandemic. The Senior Management Team engaged in a lively discussion on potential BHAGs (big hairy audacious goal.) Many successful organizations with remarkable, decades-long track records of success have embraced a BHAG (Jim Collins, 1994). The BHAG exercise was the genesis of OCL’s business case for increasing independence through the use of technology.

In anticipating the other side, OCL’s Senior Management Team and Managers engaged in a number of leadership development programs. Targeted executive coaching and specialized training courses enhanced OCL’s leadership capabilities to embrace the future. The “Speed of Trust” Book Club was a unique shared leadership experience for the Senior Management and Management Teams. Building and nurturing trust is key to OCL’s success. “Almost anything you need to do, you can do better when you start with trust.” (Stephen Covey, 2017) The Speed of Trust Book Club’s bi-weekly meetings provided a forum for authentic discussion among OCL’s leadership team.

*OCL is ready to raise its sail  
and chart its course in  
2021 – 2022 and beyond.*



# A year in review

## COVID-19 Response

### Vaccination policy

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OCL's active "vaccination education" program positively impacted the agency with supported individuals and employees "rolling up their sleeves" for first, second and third doses. Ottawa Rotary Home (ORH) took the lead in making vaccinations accessible for supported individuals across the Ottawa regions. Two OCL employees provided invaluable support to ORH's vaccinations clinics: Tricia Camelon and Jessica Doyle.

In compliance with the Office of the Chief Medical Officer of Health's (OCMOH) August 2021 Instructions, OCL developed a "COVID-19 Vaccination Policy." Current employees had to provide proof of full vaccinations against COVID-19 or a medical reason for not being fully vaccinated or participate in an employer-offered education program. As new strains and variants arose in the New Year, OCL introduced a Mandatory Vaccination Policy for all employees to be fully vaccinated against COVID-19.

### Rapid antigen testing

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The OCMOH also required unvaccinated employees to submit to regular rapid antigen testing. To quickly and effectively comply with this requirement, OCL contracted with ORH to provide free testing for unvaccinated employees.

As new variants proved more contagious, testing was expanded to include all employees, regardless of vaccination status. OCL's organizational capabilities quickly secured enough test kits through the Ontario Provincial Antigen Screening Program (PASP) and our Community Participation Support employees packaged and distributed kits to over 200 employees every two weeks.

OCL also made it mandatory for families and visitors to be fully vaccinated, and to provide proof of a negative result on the same day before entering our locations.



# Other notable achievements

## Never easy to say “good-bye!”

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With over 28 years with OCL, Jocelyne Paul, Executive Director, submitted her retirement notice in January 2022. Jocelyne’s leadership in a time of profound change in the sector has guided OCL, its employees and the individuals we serve so well. Other retirements in 2021-2022: Steve Bent, OCL’s Director of Finance after 26 years and Tim Howe, OCL’S Director of Strategy, Planning and Agency Performance for 4 ½ years.

It is always hard to say “good-bye” to very dedicated direct support professionals who decide to explore new opportunities and/or try new adventures. In 2021 – 2022, we wished the very best to: Janet B., Brooke C., Adrienne D., Jessica E., Intisar F., Claudeana G., Rebecca H., David H., Erika K-P, Dawn L., Maryan M., Alexandra Mc., Mallory Mc., Alexandra N., Natasha R., Alison S., and Greg S.

## Achieving efficiencies and saving money with the back-office

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Across the DS sector, organizations are actively looking for innovative ways to improve the outcomes for the people supported. With a long history of collaborating, Ottawa-Carleton Lifeskills (OCL), Ottawa Rotary Home (ORH) and Ottawa Foyers Partage (OFP) explored ways to improve the delivery of HR, Finance, IT and other business services to enable agencies to focus on generating better experiences and outcomes for individuals and their families.

On October 1, 2021, after many years of hard work, the agencies successfully launched Ottawa Shared Services Organization (OSSO.)

## Record funds raised at the 2021 golf tournament:

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Our charity golf tournament returned bigger and better in 2021. Golfers, OCL volunteers and the great staff at Eagle Creek Golf Course were happy to be on the golf course on Tuesday, September 21, 2021. The weather was lovely and the course was beautiful.

Over 110 golfers along with our invaluable sponsors helped raise \$14,000. These funds are used to enhance the lived experiences of the individuals we support.

## The reason we’re here

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2021 – 2022 was a year full of adventures and celebrations with the appropriate measures in place to ensure everyone’s health and safety.

Omega Parc and local petting zoos were fan favourites where individuals could pet and feed treats to the animals. Lunch along the St. Lawrence Seaway was a great way to watch ships ply the waters between Brockville and Morrisburg. An enjoyable afternoon on the Lady Dive on the Ottawa River was followed by a picnic. Sports fans were elated when restrictions were lifted and favourite teams like the Ottawa Senators and the Redblacks were able to play. Birthday celebrations ranged from a lovely party at Palsen with pizza and ice cream cake to a whirlwind weekend at the Hilton Lac Leamy.

Holiday celebrations were very popular with everyone. Many folks enjoyed going to the Deadwood Drive-through for Halloween-themed displays and to Cannamore Orchards for pumpkins. Christmas was busy for everyone with a Singing Santa visiting each location, the Enchanted Holiday Drive-through with its festive holiday decorations made everyone merry and everyone was very “hoppy” at the Easter Egg Hunt in Carleton Place.

Ivanhoe hosted a Mardi Gras Party and a Chinese New Year Party. Palsen celebrated Family Day with a Spa Day where everyone enjoyed face masks, leg massages, tea and spa music. Ivanhoe residents and employees had a spook-tacular time at Otterson’s Halloween Party. Competition was intense as all group homes vied to be the best decorated house for Halloween. Killarney 1 had an “Elvis” Party enjoyed with their friends from Killarney 2 and Castle Hill. So many wonderful memories were created in 2021-2022.

All of this could not have been done without the talent and commitment of our Management Team and Direct Support Professionals.



# Executive report

The fiscal year 2021 – 2022 continued to be a challenging year for everyone as the pandemic continued – testing the resolve of each member of the OCL Family. The pressure at times was enormous, however we worked together as a team at all levels to ensure everyone was taken care of. We want to acknowledge how hard the OCL staff, at all levels, worked over the course of the pandemic. No one ever thought that it would last so long or have the immensely wide-ranging implications that it has had. On behalf of OCL's Board of Directors, please accept our gratitude for your dedication to your work and to the individuals whom you support so well. It was through strong team work that OCL as a whole was able to successfully navigate the various situations that unfolded as a result of the pandemic.



Work continued on our Shared Services project with Ottawa Foyers Partage and Ottawa Rotary Home – and after many years of hard work, we were thrilled to see Ottawa Shared Services Organization (OSSO) open its doors on October 1, 2021. It was a tremendous accomplishment for all three agencies and all three Board of Directors – who played a vital role in making this happen. We would be remiss in not stating how proud we are of all the finance, HR and IT staff who made the transition to OSSO and have been the backbone of its success to date. OSSO is very lucky to have such a strong, dedicated staff team.

It is with mixed emotions that we are reminded of the retirement of our long time Finance Director, Steve Bent and our Director of Strategy, Planning and Agency Performance, Tim Howe. Both were invaluable members of the OCL team and assisted in many ways to the agency's growth. We wish them both all the best in this new and well-deserved chapter of their lives. Having said

that, we were very fortunate to find new people to fill their roles and welcomed Madhu Nagpal to replace Steve and Mahmoud Rajablu to replace Tim – and we are thrilled to have their expertise, knowledge and experience to continue to guide OCL into the future. Even with the pandemic, we were able to achieve some of our strategic goals. However, we did not move forward nearly as far as we had planned – given the management's time being needed in addressing the changing landscape of the pandemic as it continued to evolve almost daily! With a new fiscal year having started, both the management and the Board will shift our focus to our Strategic Plan and how it relates to the supports and services families are looking for. Both groups will continue to work to make certain the Strategic Plan continues to align with the community's needs and OCL's sustainability.

And after 28 years with OCL, Jocelyne submitted her retirement notice. Jocelyne noted:

*This was a difficult decision to come to, and I will be sad to leave, I am looking forward to 'down shifting' my career and taking the time to explore other interests.*

*I am so VERY proud of the work we have done, the integrity and success of OCL and the dedication of all our staff - including our team who transferred to OSSO - and our Board of Directors.*

*We have always responded to the needs of those we support, have met numerous challenges, and have innovated our supports to continue providing quality services! I know this will continue after I retire. It's been very rewarding to have worked with all of you in shaping the future of OCL as well as the developmental services sector within our community.*

The entire Board thanks Jocelyne for her calm, her wisdom, her dedication and her long years of service to OCL. We wish Jocelyne all the best in her future endeavours. Anyone who has had the opportunity to work with her – or to take advantage of her sterling advice – knows that OCL is the better for it.

# Financial Report

## Statement of Financial Position

As of March 31, 2022

### Assets

Cash and Investments	2,913,008
Prepaid Expenses	56,980
Accounts Receivable	703,699
Capital Assets	3,550,007

Total Assets	\$7,223,694
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### Liabilities

Accounts Payable and Accrued Liabilities	2,092,146
Deferred Revenue and Contributions	383,071
Mortgages	142,034

Total Liabilities	\$2,617,251
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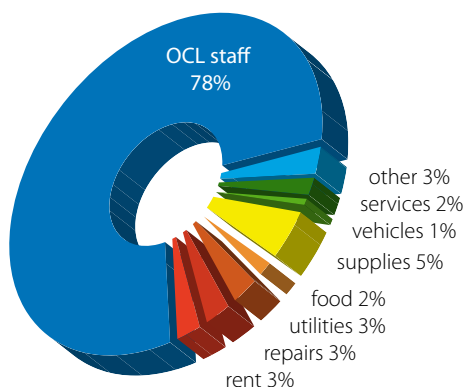
### Fund Balances

Externally Restricted	4,021,335
Unrestricted	585,108

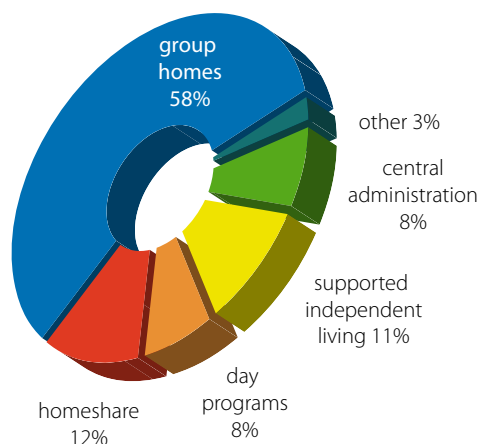
Total Net Assets	\$4,606,443
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Total Liabilities and Net Assets	\$7,233,694
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Expenses by Type



Expenses by Program



## Statement of Revenue and Expenditures

As of March 31, 2022

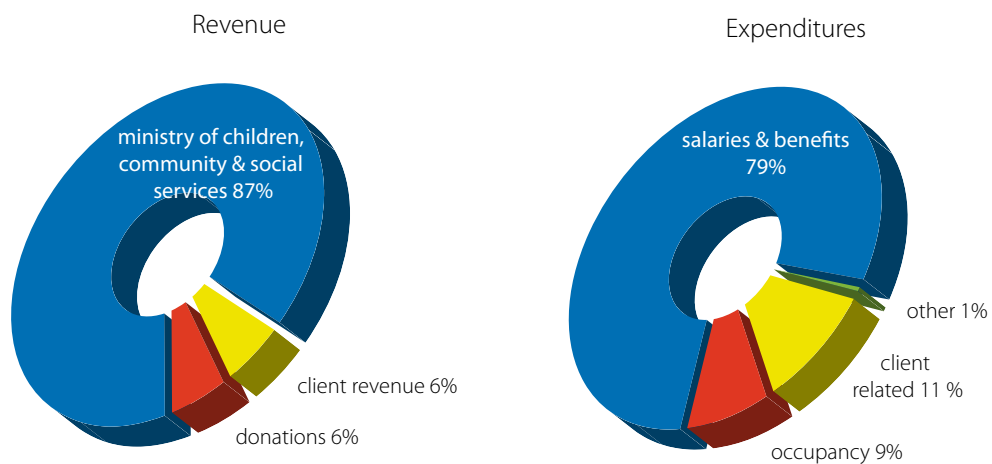
### Revenue

Ministry of Children, Community and Social Services	16,144,780
Client Revenue	1,120,461
Donations, Grants and Allocations	1,111,939
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Total Revenue	\$18,377,180

### Expenditures

Salaries and Benefits	14,425,114
Client Related (Food, Vehicles, Supplies)	1,928,623
Occupancy (Rent, Repairs, Utilities)	1,569,328
Other Expenses	259,705
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Total Expenditures	\$18,182,770

Excess of Revenue Over Expenditure	\$194,410
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# 2021/22 Employee milestones

April 1, 2021 to March 31, 2022

## 25 years

Liz P.

## 20 years

Christine T.  
Melissa P.

Jeff I.  
Merle G.

Marcel T.  
Venessa B.

## 15 years

Liz M.  
Kurtis J.  
Tammy L.

Laura D.  
Dawn L.  
Casey H.

Erin D.  
Kimberley M.

## 10 years

Nathan J.  
Diane A.  
Kelly M.

Laurie P.  
Jennifer G.  
Marcia D.

Kathleen M.

## OCL Board of Directors

Miriam Fry  
Jack Stilborn  
Joan Kavanagh-Wilson  
George Jacobson  
Susan Bihun  
Michelle Bloodworth  
Andrew Simboli  
Steve Grieveson  
Jim Perkins  
Christine Lurd

- Board President
- Vice President
- Secretary
- Treasurer
- Member at Large

## OCL Management Team

Jocelyne Paul  
Brad Purvis  
  
Steve Bent  
Kim Caron  
Mahmoud Rajablu

- Executive Director
- Director, Human Resources
- Director, Finance
- Director, Operations
- Director, Strategy, Planning and Agency Performance
- Director, Business Development

Darlene Gollesch

## OCL Managers

Paul Whittle  
Kelly Ashe  
  
Bonnie Wry  
Andre Demers  
Chris Kennedy  
Kurtis James  
Hollan Miseferi  
Brent Barlow  
Rebecca Godfrey  
Micheline Carriere

Lesley MacIsaac

Marcel Walsh

- Castle Hill
- Community Day Supports (CPS)
- Den Haag & SIL
- Ivanhoe
- Killarney 1
- Killarney 2
- Otterson
- Pulford & Palsen
- Home Share
- On-Call & Saturday Day Program
- Supported Independent Living (SIL)
- Supported Independent Living (SIL)



**Ottawa-Carleton Lifeskills Inc.**

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