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## CELEBRATING UNITY --- APPRECIATING DIVERSITY

If ever there was a time to celebrate and appreciate - it is now! Our world has changed. Recent terrible events have shocked us into a new reality. These events have led us, and will continue to lead us, to redefine our priorities and to examine our values. The challenge for all of us now is to work together.

Just as it was a collective effort in the past, so it is today. No one person or activity will solve the collective dilemma we face. We must act together in unity, in appreciating our diversity. It is a key element to our success now and in the future.

Our ability to not only weather the storm but to also make our communities more inclusive, accepting and safer places for people with disabilities, for ourselves, for our children and for future generations is the challenge we all face today.

Plan to join with your peers at the 5th Annual OASIS Conference and Annual General Meeting - London, May 1,2,3, 2002, as we celebrate our unity and truly appreciate our diversity.

*Tom McCallum and Brian Dunne*  
Conference Information - pages 6 and 7

### PRESIDENT'S MESSAGE

#### A BRIEF LESSON IN HISTORY

In November of 1996, after months of discussions, six agencies gathered together and founded OASIS. They had determined that, for one reason or another, there were numerous agencies supporting individuals with a developmental disability, which appeared to be excluded from full participation in a Provincial Association. The original six agencies also identified the fact that there was not an existing provincial group mandating the provision of support to "organizations" which deliver services and supports to people with developmental disabilities.



**SUE DOLAN, PRESIDENT, OASIS**

The founding of OASIS was based on the concept that we must respect the philosophical position of each member agency and that each agency was deemed to have equal representation within the provincial body.

(continued on page 2)

**2001-02  
BOARD OF  
DIRECTORS**

**SUE DOLAN,**  
PRESIDENT  
**PAUL WILSON,**  
VICE PRESIDENT  
**JOHN BEDELL,**  
TREASURER  
**SHERRY KERR,**  
SECRETARY  
**GORDON  
ANTON**  
**BILL BARBER**  
**MIKE COXON**  
**HELEN HAVLIK**  
**MALCOLM  
JEFFREYS**  
**ZENIA LEIGH**  
Vic  
**MCCLENAGHAN**  
**BRIAN OER**  
**MARY FRANCES  
TAYLOR**

**UPCOMING  
BOARD  
MEETING**

**MAY 1, 2002  
LONDON**

**PRESIDENT'S MESSAGE ( CONT'D FROM PAGE 1)**

The importance of sharing of agency information and the concept of sharing of the workload through member agency active participation were integral to the founding principles.

From that sketchy history of the formation of OASIS in 1996, to the theme of this year's OASIS Conference, "Celebrating Unity, Appreciating Diversity", is the fact that, boldly stated, we have held true to the principles set out six years ago. One of the benefits of having served as President of the Board of Directors of OASIS for the past three years is that I have had many opportunities to speak with a large number of Executive Directors and agency Board Members.

For the most part, people have been extremely complimentary of OASIS and the work that we have done.

However, it is important to point out that the real reason we have been so successful is that, as a provincial body, we have stuck to our founding principles and adhered to our Mission Statement. The co-operative, respectful and informed nature of OASIS is our strength. Through the ongoing participation of member agencies and the continued deliberations of the OASIS Board of Directors, we will remain a vibrant, successful provincial organization. It is my pleasure to work with a group of such dedicated, committed agencies.

*Sue Dolan, President*



**MEMBERS OF THE BOARD INTENSELY STRATEGIZING AT THE MARCH 1, 2002 BOARD MEETING IN MILTON. PICTURED ABOVE FROM THE LEFT: HELEN HAVLIK, PAUL WILSON, GORDON ANTON, BILL BARBER, MIKE COXON, MALCOLM JEFFREYS.**

Annie Oliver, OASIS Past President, 1999-2002 and the first President of OASIS, 1996-1999, will be retiring from the Board at the end of her term, May 2002.

Mary Frances Taylor, OASIS Board Member, recently interviewed Annie Oliver regarding her thoughts and insight for OASIS.

### Reflections - Annie Oliver, Past President, OASIS

It has been a tremendous privilege to be associated with OASIS from its inception. Before OASIS was formed there was a growing need for agencies supporting individuals with developmental disabilities to have an umbrella group that would deal with issues facing the agencies themselves as they struggled to balance the financial realities of supporting individuals and their families with the cuts and increases in costs that agencies were facing. I do feel that OASIS has remained true to its principles. This has been an important reason for our organization's growth from 6 to 83 members.

During my involvement, OASIS has played a key role in helping the Ministry of Community and Social Services to have a clearer understanding of needs of agencies supporting individuals with developmental disabilities in this province. In addition, OASIS has been instrumental in acquiring an increase in funding to the sector, something that has not happened for almost a decade. Another highlight has been the increase in support and information sharing that is now available for member agencies through OASIS.

As for challenges ahead --- keeping abreast of the political influences on our Sector in the future will be an important challenge. We will have to continue to be involved with other provincial groups in order to ensure that our Sector gets the attention it deserves.

Likewise, I feel that as the person centered approach that has been pioneered in this sector catches on in the Health Care sector as well, there is going to be more demands on the public dollar.



We have to be aware of this because there is a risk that the individuals whom we support may lose some of the quality lifestyles that their families and agencies supporting them have worked so hard to obtain. Boards of Directors will need to keep abreast of changes in the Service Sector and need to advocate on behalf of the individuals in order to maintain and increase the quality of supports for the future. This means being able to attract and retain quality staff and being very accountable for the strategic directions of agencies.

Looking back, I truly feel that OASIS has experienced a very positive beginning. As OASIS continues to develop, it will be very important that agencies step up to the plate and continue to share responsibility for the work plan of OASIS. I would recommend that new members jump in with both feet.

Being on the executive of this vibrant organization has taught me more than I have learned in years about the Service Sector, the needs of our agencies in the province and most of all, how a small group of people can make a REAL difference in the quality of life of individuals with disabilities.

*Annie Oliver*

Import a weekly review of developments in health and human services notes the following:

Baby Boomers: A Promising Volunteer Pool

"The most recent cover story on the Charity Village website is about potential baby boomers as volunteers in the charitable sector" (Agora 4)

see [www.charityvillage.ca](http://www.charityvillage.ca)

Import is published by the Agora Consulting Group

[www.consultant-network.ca](http://www.consultant-network.ca)

## BOARD TIPS

### BUILDING A STRATEGY FOR BOARD EDUCATION

**Y**ou cannot learn how to be a good board member by watching how everyone else does it. The best strategy is for the board to set a deliberate program for board education to ensure that all members have the tools necessary to properly govern. Here is one approach to the issue.

1. Pose a broad policy question. What information should board members know to be effective and to make sound decisions? A balance between too much and too little information needs to be sought.
2. Determine what types of knowledge are appropriate for which people, in what form and how often.
3. Start a preliminary list of educational needs by having all seasoned board members respond to the question, "What do you wish you had known when you first became a board member that you were never told but that would have made a difference in your understanding of this board's work?"
4. Secure from each committee a list of the types of information required to understand that committee's activities. This can include background material needed to read reports and acronyms and other lingo.
5. Identify program information needs including information from staff about important concepts, principles, awareness and sensitivities that are required to understand the organization's consumers and members.
6. Consider different types of activities, such as in-house training, guest speakers or consultants and workshops and conferences.
7. The full board must be involved in the selection of issues to be addressed in board development training.
8. Review educational materials and decide which would be appropriate to use for board education.
9. Develop a comprehensive board education plan to provide a schedule of information to be given to board members to assist in the training and development.
10. A good program of board development sustains members' interest in the organization and the board itself. A well-informed board member who is trained to carry out a board's primary functions is more likely to remain committed to their role.

This article is reprinted with permission from Board Matters, Nonprofit Governance & Management Centre, Australia.

**"COMPLEX PROBLEMS OF TODAY CALL FOR NEW APPROACHES BASED ON COLLABORATION AND INTERDEPENDENCE RATHER THAN COMPETITION. THE SOLUTIONS REQUIRE RISK AND EXPERIMENTATION AND WORKING OUT PROBLEMS TOGETHER. THEY REQUIRE A PARTNERSHIP SO THAT THE PARTS OF A SYSTEM DO NOT STALEMATE ONE ANOTHER."**  
ALICE SARGENT

## RESOURCE DATABASE - ON LINE LIBRARY

In July 2001, the Human Resources Department of Canada (HRDC) funded a project to supply the human services field with an on-line library. The on-line library will provide easy access to information regarding the best practices and provincial standards for policies and procedures in the non-profit sector.



Project members - Sandra Close, Denise McGonagle and Carmel Tait, shown above presenting an overview of the project status to the OASIS Board, March 1, 2002.

OASIS extends their thanks to Sandra Close, Project Manager; Denise McGonagle, Web Master; and HRDC for funding; Participation House London, and OASIS members for support and information.

The project is hosted by Participation House- Support Services and was initiated by OASIS members and other groups. One of the benefits of this project is the creation of a useful on-line resource in order that staff, consumers and stakeholders are able to keep current with provincial standards and practices relevant to the human service field.

Since its inception, the project has been guided by an advisory group made up of OASIS members. In July, Sandra Close was hired to develop the project and complete the work. One of the first tasks was to begin to gather information from organizations. As a result of the information collected, four areas of interest will be covered within the database legislative standards, human resources, health and safety and consumer supports standards.

Information received has now been compiled into a database of the best practices and procedures for agencies that support persons with disabilities.

A functional database system was tested in February by the advisory committee. Following the completion of the web design, the project database is targeted to be available by May on CD, hard copy and through links from the OASIS and Participation House.

The project team continues to welcome additional policy manuals for the database. Participation House has taken on the role of information entry and maintenance of the database.

It is hoped that the project will strengthen standards and knowledge within the human services field while providing easy access to valuable information.

*Participation House London and Project Team*

THE LAUNCH IS PLANNED TO TAKE PLACE AS PART OF THE MAY OASIS CONFERENCE. WATCH FOR MORE INFORMATION ABOUT THIS VALUABLE RESOURCE IN FUTURE ISSUES OF FOCUS.

Conference  
Dates:  
May 1,2,3, 2002

Place:  
Best Western  
Lanplighter Inn  
and Conference  
Centre, London

Contact The  
Lanplighter  
directly for hotel  
reservations-  
1-888-232-6747

For more  
information or to  
register for the  
conference:  
Contact  
(519) 660-6635  
ext. 221 (Martin)

## OASIS Conference Highlights

### OASIS Keynote Speaker – Donna Messer

Friday, May 3 - 9:00-10:00 am

Donna Messer is inspiring - a passionate motivator who truly walks the talk. She has addressed thousands of people on three continents, bringing with her a message that says "walk with me, on our journey of self-discovery". Through her company, Connect Us International, she has designed a series of motivational and inspiring workshops and keynote presentations for clients in both the public and private sectors. Donna has written more than 4,000 articles, which have been published in magazines and newspapers and featured on radio and television around the world.

### **Governance**

Thursday, May 2, 2002 - full day session

#### ***Governance and Board Liability***

At this all day session participants will learn about the liabilities and responsibilities of a Board member. Anne Mundy-Markell, lawyer, Gowings, LaFleur, Henderson, will guide participants through this very important subject. Mundy-Markell points out in her seminar that, "We need to address the issue of responsibilities and liabilities because: Canadian society depends on Boards of Directors to fulfill a social need; allows access to public money and directors face personal financial risks". This session is not to be missed.

### ***Operations & Administration*** *Concurrent Sessions - Thursday, May 2*

#### ***Trends in Not-For Profit Management***

Mary Heisz, Lecturer

Managerial Accounting and Control Group  
Richard Ivey School of Business

"The continued success of an organization's mission --- depends on innovative management and revitalized organizational structures. The time has come for nonprofits to consider mergers, alliances and partnerships in their strategic plans!"

#### ***Principled Accountability: Integrating People, Action & Accountability***

Ruth Armstrong, Consultant

Vision Management Services

Traditional evaluation techniques do not always fit into our sector. Participatory Action Research offers a fresh and recognized alternative to the accountability challenge.

#### ***Strategic Planning***

Mary Crossan, Associate Professor of  
Business Policy

Richard Ivey School of Business.

In this session, participants will explore a practical approach to strategic analysis and action to discover how to design and implement strategies.

#### ***Employment Standards***

Gisèle Nichols, Regional Program Advisor  
Ministry of Labour

An overview of the significant changes to the Employment Standards Act and how they impact our services.

#### ***Broadening Your Funding Base***

Sheila Simpson

Trillium Foundation

Learn about funding sources and the importance of diversifying your funding base.

## More --- OASIS Conference Highlights

*Operations & Administration**Concurrent Sessions - Thursday, May 2***Ergonomics - 3M Solutions for the Office**

Michael Barr, 3M Canada

Learn how to keep your staff healthy and productive in a busy work environment.

**More Than Meets The Eye!**

Karen Wilson-Procurier

London Health Sciences Foundation

Learn practical tips to organizing a meeting, putting together a functional agenda and producing minutes effectively. Practical tips on putting together a Power Point presentation.

**Everything You Wanted To Know About FIPPA**

Cathy Wood, Ottawa-Carleton Lifeskills Inc.

Peter Doody, Legal Counsel

Learn how to protect your agency and the privacy of your consumers when you receive a FIPPA request from a union, the press, parents or a private individual.

**Employment Contracts**

Peter Thorup, Partner

Filion, Wakely, Thorup, Anglett

Explore the need. Consider your protection and that of your Board.

**Succession Planning: A Case for Leadership Development**Ruth Armstrong, Consultant  
Vision Management Services

Discover how to grow competent leaders from within your organization to ensure smooth transitions to management and executive positions in times of flat organizational structures.

**WSIB**

Kathryn Dubicki, Brantford ACL

Mandy Bennett, Anago Resources Inc.

An update on the status of WSIB as it affects agencies.

**PROJECT MANAGEMENT***An Introduction*

Project management is the task of getting project activities completed on time, within budget and according to specifications. More and more organizations, including human services, are using project management. Organizations are increasingly undertaking projects that are somewhat unusual or are unique, have specific deadlines, and may contain complex tasks.

The concepts of establishing a project goal, tasks and schedules related to a project are applicable to a variety of projects undertaken in organizations - -- planning an annual meeting, orientation, training, fundraising event, new program or capital project. Watch for the June issue of FOCUS --- Project Management in Human Services.

**Salary Survey**

A committee made up of Rhonda Clarke-Bryn (Norfolk ACL), Brian Orr (Reena), and John Bedell (CL North halton) will be reviewing the previous salary survey, and preparing the questions for an OASIS member salary survey. This means that we have to count on you for input. Given the fact that we are "surveyed to death", we owe it to ourselves to make this one worthwhile. To assist the Committee in its deliberations, you might want to let us know what data would be useful to you in your circumstances, what should be considered when asking the questions, and what, if any, additional data should be included as part of a salary survey?

Please call, fax or email your thoughts to John F. bedell at (905) 878-2337 ex. 23, (905) 878-5413, or jbedell@chn.on.ca

May 1  
9:00-11:00am -  
OASIS Board  
Meeting  
11:00 am- Golf  
Tournament

May 2 -  
7:30-8:45 am-  
registration  
9-9:30am  
opening  
ceremonies  
9:30-12:30;  
1:30-4:45pm  
concurrent  
sessions

May 3  
9-10:00am  
Keynote Speaker  
10-10:45am  
OASIS Annual  
Meeting

## Check Us Out

OASIS website  
[www.oasisonline.ca](http://www.oasisonline.ca)

## OASIS mission

To facilitate the sharing of ideas, resources, systems and information, OASIS will liaise with government on behalf of member organizations with the goal of improving the development of cost effective quality supports for individuals with developmental disabilities.

FOCUS is published quarterly by Ontario Agencies Supporting Individuals with Special Needs

Ideas and articles are welcomed for FOCUS. Contact the Editorial Committee through Mary Frances Taylor

Look for the next issue of FOCUS in June 2002.

## Physical Restraint Policy Implementation Panel to Review Training Materials

The Ministry of Community and Social Services has convened a panel of 8 individuals knowledgeable in the use of behaviour management interventions and in effective training methods to review 5 existing training packages.

The panel has drafted criteria for the training materials consistent with the new MCSS policy on restraint and according to our terms of reference. From the panel's recommendations, the ministry will develop a roster of approved training courses from which service providers can choose.

The new policy applies to all service providers that operate residences licensed as children's residences under the Child and Family Services Act and all service providers funded under the "Developmental Services Act" that provide adult group living supports. The target for full implementation of the new policy is April 2003.

If you have any questions or comments please contact Sandy Stemp at Reena - 905-889-2690 ext. 2043 or [sstemp@reena.org](mailto:sstemp@reena.org)



Did you know that -----  
 Rosemary George, Woodstock and District Developmental Services, and her husband, went to Nigeria after Christmas to bring polio vaccines to young children in some of the villages a part of a Rotary International project!

Malcolm Jeffreys is off to Nicaragua touring with the President of Nicaragua Community Living.

## AROUND THE PROVINCE

### BOARD MEMBER BILL BARBER REPORTS THAT -

Lakehead ACL, Ken Pickard ED, met with John Baird recently. Resources are still inadequate to deliver services. It is unrealistic for the ministry to require same base budget, year after year especially with large increases in insurance rates. They are entering union negotiations and there is a concern with ability to provide wages and benefits to staff.

Lennox and Addington ACL, Barb Fabius ED - Agency is unable to balance budget because of requirement to maintain the same base budget with higher actual costs. They want to offer individualized supports but are having difficulties achieving this goal.

Mattawa and District ACL Laura Pierce ED reports the same difficulties in balancing budget with same base.

