

# OCSA

Ontario Community  
Support Association

2018-2019

Annual Report



# Table of Contents

PAGE 2

**Message from the CEO**

---

PAGE 3

**Message from the President**

---

PAGE 4 - 6

**Initiatives, Advocacy &  
Government Relations**

---

PAGE 7

**Councils & Committees**

---

PAGE 8

**LeaderShift**

---

PAGE 9

**PSW Training Day & OCSA Conference**

---

PAGE 10

**Capacity Builders**

---

PAGE 11 - 12

**Member List**

---

PAGE 13

**Board & Staff List**

---

PAGE 14

**Finances**

---

BACK COVER

**About OCSA**

---

# Message from the CEO

Our 2019 Annual Report spans the fiscal year starting from April 1, 2018 ending on March 31, 2019 and reviews the excellent work the OCSA team provided to our members. The fiscal year and time since has been a period of constant change; externally with all of the system developments and also internally, including a major office move!

**2019 also marks the end of our current strategic plan and to kick off this new decade a new one will be released in 2020!**

During April 2018 to March of last year we were incredibly busy helping members navigate the new government landscape. We created the *Better at Home* report as well as provincial toolkits and outreach materials for members to reach out to new MPPs and forge their own connections. We were also busy meeting with government leaders and advisors including the new Minister of Health and Deputy Premier, Christine Elliott and Dr. Rueben Devlin, Chair of the Premier's Council on Improving Healthcare and Ending Hallway Medicine.

In addition, in collaboration with other stakeholders, we were successful in getting the Self-Directed Personal Support Services Ontario Agency closed down. Finally, in the spirit of interagency collaboration and strengthening connections within the health system we gathered over 100 leaders from OHA, HCO and OCSA to reimagine the patient journey in the new health system with Minister Elliott opening the session. Since then, with the creation of Ontario Health, we have been working hard to keep our members informed and provide them with the tools needed to thrive in this new environment.

Change is hard, but change brings renewal and a chance to grow. As members pivot and adapt, OCSA continues to provide resources, counsel and advocacy to help members keep their place at the table. We are stronger together and the team at OCSA is confident in continuing to deliver for the not-for-profit home and community sector in the years to come.

Thank you,

**Deborah Simon**  
**CEO**





A portrait of Carol Annett, the Board President of OCSA. She is a woman with long, wavy, light brown hair, smiling warmly at the camera. She is wearing a dark grey V-neck top and a necklace with three large, light-colored pearls and silver chain links. The background is a soft, out-of-focus grey.

# Message from the President

It's been a little over a year since the new provincial government announced its plans to transform our health care system, and what a year it's been. Throughout 2018 and 2019, OCSA has worked hard to offer our members information and guidance in navigating the fast-paced, unprecedented, shifting landscape; including the exciting development of Ontario Health Teams.

**OCSA provided an array of supports and wise counsel to members and passionately spoke non-stop to the value of home and community care.**

Our activities included everything from pre-election tips to assistance on the Premier's Council and getting in front of new government ministers, to fighting to strengthen the personal support workforce and explaining Bill 74, the Bill that enabled the creation of Ontario Health. Much of our time was spent on political advocacy and helping members prepare for and make their way through an election period."

Strengthening the sector through education and professional development opportunities was as always on our radar. In 2018 and 2019, Capacity Builders training division delivered workshops to more than 5,000 people in 30 Ontario cities, and the LeaderShift initiative, developed in collaboration with other Association partners, launched a well-received leadership program in the spring of 2018.

Another success of this year is that we were one of few health system sectors to receive our budget ask – an impressive achievement borne out of hard work during this time of budget trimming.

None of this would have been possible without the visionary leadership of our CEO Deborah Simon, OCSA's talented staff as well as our committed volunteer board and committee members. They are all passionate advocates for the not-for-profit home and community care sector and are inspired by the wonderful work done by OCSA members across the province. Our association is ready to play an essential role in the redesign of our health care system – one that enables health, independence and the well-being of all those we serve.

Sincerely,

**Carol Annett**  
**Board President**

# Initiatives, Advocacy & Government Relations

## Election 2018

### Better at Home: 3 Ways to Improve Home and Community Care in Ontario

As part of our advocacy work during the 2018 provincial election, OCSA prepared a report, which included a series of recommendations and a toolkit for members to reach out to local candidates. The report outlined three recommendations that would maximize the home and community care sector's contribution to the overall health of Ontarians. The recommendations were:

- ▶ Increase and improve services to meet growing client need.
- ▶ Stabilize and strengthen the home and community care workforce.
- ▶ Strengthen not-for-profit community agencies.

## Building relationships with the new government

Early in the government's mandate, OCSA was able to meet with Minister Elliott, Deputy Minister Angus and Dr. Rueben Devlin to discuss the government's priorities and the role the home and community care sector can play in ending hallway medicine.

We had the chance to discuss the current health care challenges, including how home and community care can help alleviate ALC rates, the ongoing health human resource challenges and PSW shortage as well as the need to standardize certain practices across the province. We also developed a position paper, *Leveraging Ontario's Home and Community Sector to End Hallway Health Care*, as an introduction to the sector for the new government.

## CARP Poll

OCSA partnered with CARP on a poll of Ontario CARP members about their priorities for the home and community care sector.



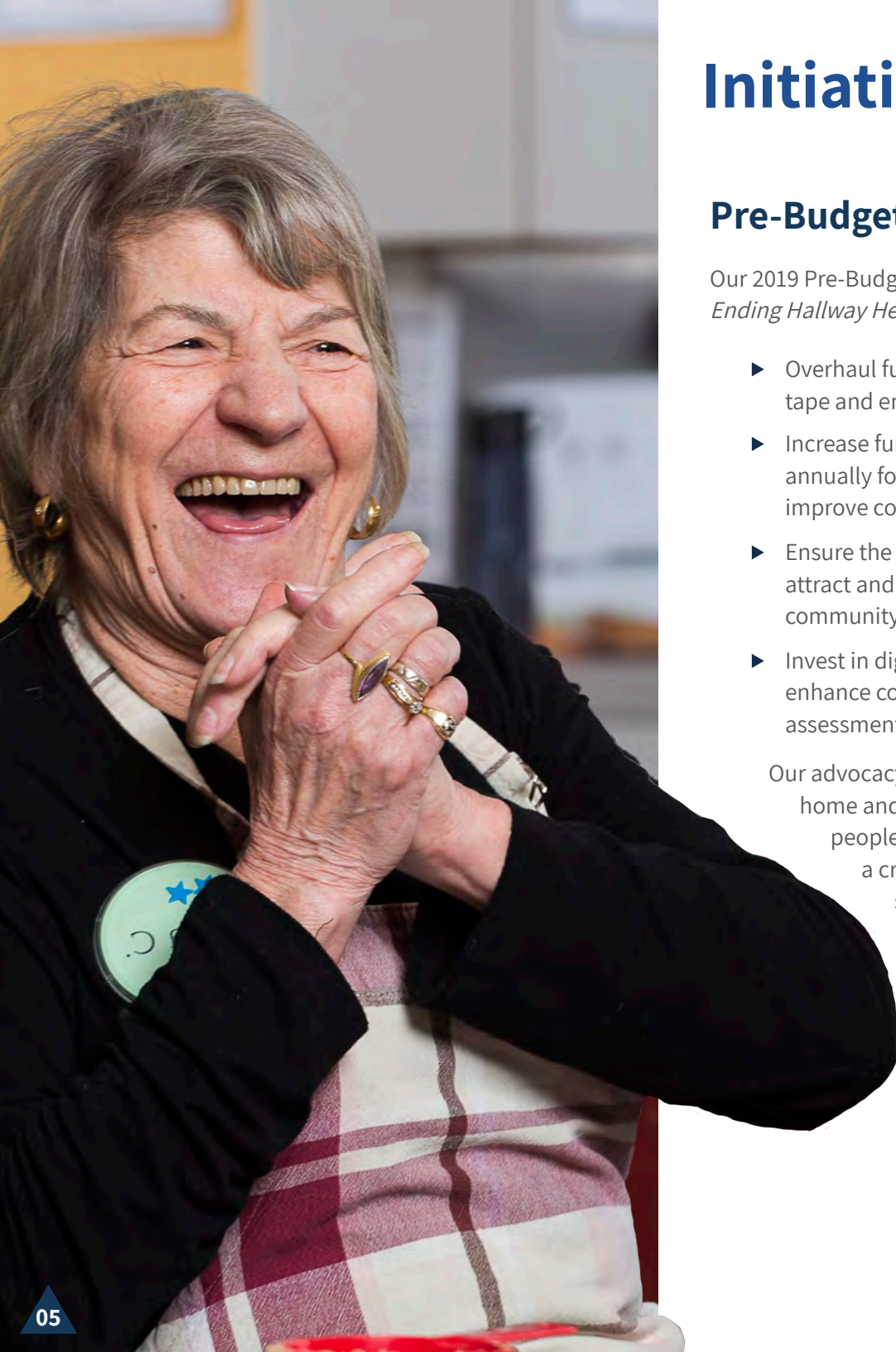
86% rated the availability of home care as very important to them.



68% were not confident that they would receive adequate, publicly funded, home care and community support services to keep living at home in the future.







# Initiatives, Advocacy & Government

## Pre-Budget Consultation & Budget 2019

Our 2019 Pre-Budget Submission was titled *Home And Community Care: A Key Partner in Ending Hallway Health Care and Restoring Ontario's Finances*. Our four recommendations

- ▶ Overhaul funding agreements for home and community care to reduce red tape and enable improvements to quality of care.
- ▶ Increase funding to home and community care service providers by 5% annually for the next eight years to deliver more frontline client care, improve compensation and help discharge people out of hospitals faster.
- ▶ Ensure the implementation of a health human resource strategy to attract and retain PSWs, nurses and other care providers in the home and community care sector.
- ▶ Invest in digital technology for the home and community care sector to enhance connectivity, drive efficiencies in reporting, reduce duplication of assessments and improve client care.

Our advocacy led to the government's decision to invest \$267 million in the expansion of home and community care services. These investments will enable more seniors and people with physical disabilities to live at home and in their communities longer, play a crucial role in ending hallway health care and contribute to a successful health system transformation.

## 3 Year MSAA Renewal

The Alliance, OCSA, AMHO and CMHA-Ontario collaborated on a legal review of the MSAA Provincial Template. Based on the legal review and consultation, the group provided a number of recommendations that led to seven substantial changes to the MSAA Provincial Template, the Community Financial Policy and the creation of a number of educational opportunities for members.

# Relations Continued

## Leveraging Strategic Partnerships

### Health System Capacity and Innovation Symposium

In May 2018, nearly 80 health system leaders from across multiple sectors gathered to develop a shared understanding of ALC pressures and to identify innovative care capacity solutions.

Members from AdvantAge Ontario, Home Care Ontario, the Ontario Community Support Association, the Ontario Hospital Association and the Ontario Long Term Care Association exchanged ideas on how providers can come together to provide solutions across the care continuum to ensure Ontarians receive the right care, at the right time and in the right place.

### Reimagining the Seamless Patient Journey

On March 27, 2019 over 100 leaders from the memberships of the OHA, the OCSA and Home Care Ontario came together to reimagine the patient journey in the new health system. The day was opened by Minister Elliott and featured panelists from across the sectors. The first panel explored lessons from health system transformation in British Columbia, the Netherlands and Ontario's Bundle Care programs. The second panel featured a discussion about the role technology plays in ensuring a seamless patient journey and the afternoon was spent discussing the possible future state of Ontario Health Teams and cross-sector

### Community Health Ontario

Community Health Ontario (CHO) is the voice of the LHIN-funded community sector and was strengthened as the strategic partnership grew to include Children's Mental Health Ontario and AdvantAge Ontario. With this addition, CHO now represents the majority of the non-profit home care, community support, mental health, addictions and community-governed primary health care organizations in Ontario.

In March 2019, CHO began preparing a webinar series on Collaborative Board Governance for OHTs to be launched that summer.





# Councils & Committees

## Internal OCSA Committees

- ▶ OCSA Policy Committee
- ▶ Attendant Services Advisory Committee
- ▶ Meals on Wheels Advisory Committee
- ▶ Business Systems MIS Advisory Committee
- ▶ CSS-CHA Data Knowledge Exchange Committee
- ▶ Community Support Services – Ontario Health Reporting Standards (CSS-OHRS)
- ▶ OCSA Client Intervention Assistance (CIA) Committee

## Leveraging Strategic Partnerships

- ▶ Ontario Health Providers Alliance
- ▶ Community Health Ontario
- ▶ OHA-OCSA-Home Care Ontario Tripartite Leadership Table

## Presentations & Submissions to Standing Committees & Regulatory Changes

- ▶ October 2018 – Bill 47, Making Ontario Open for Business Act, 2018
- ▶ October 2018 – Health and Safety Consultation: Health Care
- ▶ January 2019 – Budget Presentation to the Standing Committee on Finance and Economic Affairs

## Provincial Committees

- ▶ MSAA Advisory Group and Working Groups
- ▶ Home Care Contracting Working Group
- ▶ Workplace Violence Prevention in Health Care Leadership Table
- ▶ PSW Registry Advisory Committee







## Shaping the Future of Health Care Leadership

In January 2018, OCSA received 3-year funding to start helping leaders in community and primary health care build their capacity and get collaboration-ready with an innovative, cross-sector leadership development project. In 2019, we built engagement, impact and momentum. A few highlights include:

- ▶ Developed a unique, cross-sector capacity building approach that delivers relevant, actionable learning, builds relationships and breaks down barriers to support collaboration for system transformation.
- ▶ Delivered 14 cohorts of the LEADS Learning Series, preparing 381 current and emerging leaders in our ecosystem to lead, collaborate and innovate like never before by building their confidence in 17 key leadership competencies.
- ▶ Addressed barriers to in-person learning by developing and delivering two LEADS LITE online pilot programs to 46 leaders.
- ▶ Developed and delivered three foundational webinars for health system leaders and made them available for on-demand viewing on the LeaderShift web site, reaching 484 participants live and 813 through on-demand replays.
- ▶ Equipped leaders in our ecosystem with actionable insights on *Giving Feedback*, *Adaptive Leadership*, and *How to Have Difficult Conversations* by delivering 12 webinars, reaching a total of 236 people live and 156 people through on-demand replays.

We're already having an impact. Early reports show graduates are more confident leaders, are better prepared for collaboration and are taking on bigger, more complex challenges in their organizations.

The LeaderShift project wraps up on March 31, 2020.

“I’m asking different questions now -- I’m getting different knowledge that’s going to help.”

- Melissa, LEADS graduate:





# PSW Training Day & OCSA Conference

## PSW Training Day

On **October 16, 2018**, Capacity Builders held the annual *PSW & PSW Supervisor Training Day*. Hundreds of personal support workers attended 3-hour training sessions created to help them excel in their day-to-day work.

This annual, one-day event is Ontario's most effective, efficient and affordable way for PSWs and their supervisors to receive up-to-date knowledge and skills in some of the most in-demand training areas.

One attendee said that the training day was:

“Very helpful and practical in understanding/dealing with clients/family behaviours.”

- Anonymous

## OCSA *CommunityConnect* 2018 Conference

On **October 17 and 18, 2018**, OCSA held their annual conference for leaders in home and community support. Over 400 thought leaders gathered together to network with their peers across various provincial sectors and industries and engage with change champions who are reimaging service delivery.

Here's what one 2018 Conference attendee had to say about the most valuable aspect of the conference:

“The breakout sessions were relevant to the sector and provided information that helped to facilitate useable ideas that can be brought back to my agency for implementation. The ability to speak with other like-minded individuals in a social environment was also very helpful.”



98% of PSW Training Day survey respondents said that what they learned today will help them do their job better!



# Capacity Builders

Thank you to the many home and community support organizations that engaged Capacity Builders' training services last year. We're grateful to have worked with so many dedicated PSW supervisors and managers, and to have helped PSWs so they could help their clients live at home independently and safely.

In 2018 and 2019, Capacity Builders trained over 5,000 PSWs in 30 towns and cities across Ontario. Over the past year, we've helped this critical workforce to:

- ▶ Improve the quality of life of clients with chronic conditions.
- ▶ Better support clients with mental illness or addiction.
- ▶ Communicate positively and professionally with clients and caregivers.
- ▶ Feel more confident when supporting clients with dementia.
- ▶ Learn strategies to de-escalate tense situations.

## Some of our workshop locations include:

Aurora	Hamilton	Mount Forest	Stratford
Barrie	Kenora	Newbury	Tillsonburg
Belleville	Kettle & Stony Point	Ottawa	Toronto
Brampton	Lindsay	Peterborough	West Lorne
Cutler	London	Rama	Whitby
Grimsby	Markham	Scarborough	Williamsburg
Guelph	Mississauga	St. Catharines	

“It was simply phenomenal. Well informed presenter with tangible resources and solutions.”

- PSW workshop participant

“All feedback from our team has been excellent! Capacity Builders really is our “go-to” for training that always results in an excellent learning experience for our PSWs!”

Annabelle Bryden - Woodgreen Community Services

[www.capacitybuilders.ca](http://www.capacitybuilders.ca)  
for PSW workshop information



# Member List



## Associate & Corporate Members

AlayaCare  
Bedford Medical Alert

CARF Canada  
CommForms

Healthcare Accounting  
Invorg

Nesda  
People Minded Business

## Full Members 2018-2019

Access Independent Living Services  
Acclaim Health  
Adult Recreation Therapy Centre  
Aide Aux Seniors de Sudbury Est/Sudbury East Seniors Support Inc.  
Alzheimer Society Huron County  
Alzheimer Society Lanark Leeds-Grenville  
Alzheimer Society of Chatham-Kent  
Alzheimer Society of Durham Region  
Alzheimer Society of Elgin-St. Thomas  
Alzheimer Society of Grey-Bruce  
Alzheimer Society of Hastings Prince Edward  
Alzheimer Society of Kingston  
Alzheimer Society of London & Middlesex  
Alzheimer Society of Perth County  
Amherstburg Community Services  
Aphasia Institute  
Arnprior-Braeside-McNab Seniors At Home Program  
Attendant Care Outreach Program c/o Providence Care  
BALANCE For Blind Adults  
Barry's Bay & Area Senior Citizens Home Support Services  
Bellwoods Centres for Community Living Inc.  
Beth Donovan Hospice  
Bethell Hospice  
Better Living Health and Community Services  
Brain Injury Services Muskoka Simcoe  
Brain Injury Services of Northern Ontario  
Brampton Meals on Wheels Inc.

Calabogie & Area Home Support Program Inc.  
Caledon Community Services  
Caledon Meals on Wheels  
Canadian Red Cross  
CANES Community Care  
Carefirst Seniors and Community Services Association  
Carefor Health & Community Services  
Centre de santé communautaire de Kapuskasing et région  
Centres for Seniors Windsor (Life After Fifty)  
CHATS - Community Home Assistance To Seniors  
Cheshire Homes (Hastings - Prince Edward) Inc.  
Circle of Care  
City of Thunder Bay Community Services Dept.  
City of Timmins Community Home Support Services  
City of Waterloo Home Support Services  
Community Alzheimer Program, Sunnyside Home, Regional Municipality of Waterloo  
Community and Primary Health Care  
Community Care Concepts  
Community Care Durham  
Community Care for Central Hastings  
Community Care for South Hastings Inc.  
Community Care Health & Care Network  
Community Care Northumberland Inc.  
Community Care Peterborough  
Community Home Support - Lanark County  
Community Services for Independence North West  
Community Support Centre of Essex County

Community Support Connections - Meals on Wheels & More  
Community Support Services - Kenora  
Community Support Services of Niagara  
Copernicus Lodge  
Craigwiell Adult Day Programs  
Dale Brain Injury Services  
Dementia Society of Ottawa and Renfrew County  
Dixie Bloor Neighbourhood Centre  
Dr. Harold S. Trefry Memorial Centre  
Dryden Regional Health Centre  
Dufferin County Community Support Services (DCCSS)  
Dundas Community Services  
Dundas County Hospice  
East Wellington Community Services Inc.  
East York Meals on Wheels Inc.  
Eastern Ottawa Resource Centre  
Eganville and District Senior Citizen's Needs Association  
ESS Support Services  
Family Service Toronto  
Fort Erie Meals on Wheels, Inc.  
Four Counties Health Services - Community Support Services for Seniors  
Glanbrook Home Support Programme Inc.  
Glebe Centre Seniors Outreach Services  
Glengarry Inter Agency Group Inc. (Senior's Day Program)  
Glen-Stor-Dun Lodge

Goldie's Place at Shalom Village, Day Program for Adults  
Groupe Action Pour L'enfant, la Famille Et la Communauté de Prescott Et Russell  
Guelph Independent Living  
Haldimand-Norfolk Community Senior Support Services Inc.  
Haliburton Highlands Health Services  
Halton Region Services for Seniors-Supportive Hsg. & Adult Day Program  
Hellenic Home for the Aged Inc.  
Helping Hands Orillia  
Hesperus Fellowship Community of Ontario  
Hillsdale Estates - Adult Day Program  
Home and Community Support Services Of Grey-Bruce  
Hospice Dufferin  
Hospice Toronto  
Hutton House  
ICAN-Independence Centre and Network  
Independent Living Services of Simcoe County & Area  
Indus Community Services  
Ingersoll Services for Seniors  
John Noble Home - Day and Stay Programs  
Kemptville and District Home Support Inc.  
Khedmaat and Support for Seniors  
Knollcrest Lodge - Community Outreach Services  
Lambton Elderly Outreach Inc.  
Land O' Lakes Community Services  
Lennox & Addington Seniors Outreach Services Inc.  
Les Centres D'Accueil Heritage





## Ryerson University Sartor & Associates

Links2Care  
LOFT Community Services  
Lumacare  
Macassa Lodge - Adult Day Program  
March of Dimes Canada  
Marianhill Inc.  
McCormick Dementia Services  
Meals on Wheels Huntsville  
Meals on Wheels London  
Meals on Wheels Niagara Falls Inc.  
Meals on Wheels Ottawa/La popote roulante Ottawa  
Meals on Wheels Port Colborne Inc.  
Meals on Wheels Sudbury  
Meals on Wheels Thorold - St. Catharines  
MICBA Forum Italia Community Services  
Mills Community Support Corporation  
Milton Meals on Wheels  
Mitchell & Area Community Outreach c/o Ritz  
Lutheran Villa  
Mohawks of the Bay of Quinte/Tyendinaga First  
Nation  
Momiji Health Care Society  
Muskoka Seniors Home Assistance  
Native Canadian Centre of Toronto - Aboriginal Circle  
of Life Services  
North Renfrew Long Term Care Services  
North Shore Health Network  
North York Seniors Centre  
Northern Frontenac Community Services (Rural  
Frontenac Community Services)

## Solpak Inc

Nucleus Independent Living  
Oakville Meals on Wheels  
Olde Forge Community Resource Centre  
ONE CARE Home & Community Support Services -  
Central Huron Office  
Oshawa Senior Citizen Centres  
Ottawa West Community Support  
PACE Independent Living  
Parkdale Golden Age Foundation  
Participation House Support Services - London and  
Area  
Participation House, Markham  
Participation Lodge Grey Bruce  
Patricia Region Senior Services Inc. Patricia Gardens  
Supportive Housing & Community Support Services  
Peel Cheshire Homes Brampton  
Peel Senior Link  
Personal Attendant Care Inc.  
Personal Choice Independent Living/Choix personnel  
vie autonome  
Physically Handicapped Adults' Rehabilitation  
Association (PHARA)  
Punjabi Community Health Services (PCHS)  
Radiant Care Pleasant Manor  
Radiant Care Tabor Manor - Supportive Housing  
Reconnect Community Health Services  
Region of Peel Health Services, Seniors Services  
Development  
Regional Niagara - Seniors Community Program  
Renfrew and Area Seniors' Home Support Inc.  
Richview Community Care Services Corporation



Rural Ottawa South Support Services  
S.E.N.A.C.A. Seniors Day Program - Halton Inc.  
Saint Elizabeth Health Care  
Salvation Army Mountberry Adult Day Services  
Scarborough Centre for Healthy Communities  
Second Mile Club Of Toronto  
Senior Persons Living Connected  
Seniors Life Enhancement Centres  
Seniors Outreach Services - Maxville Manor  
Services Communautaires de Prescott et Russell  
South Essex Community Council  
South Riverdale Community Health Centre  
South-East Ottawa Community Health Centre  
Southern Frontenac Community Services Corporation  
SPRINT (Senior Peoples' Resources in North Toronto)  
Spruce Lodge Home for the Aged  
St. Demetrius Supportive Care Services  
St. Mary's & Area Home Support Services  
St. Matthew's Bracondale House  
St. Stephen's Community House  
Storefront Humber Inc.  
The Friends  
The Good Companions  
The Neighbourhood Group  
The Prince Edward County Community Care for  
Seniors Associations  
The Next Step To Active Living Program  
The Salvation Army London Village  
The Thrive Group  
Tillsonburg & District Multi-Service Centre

Timiskaming Home Support/Soutien a Domicile  
Haileybury  
TransCare Community Support Services  
Ukrainian Seniors' Centre of Sudbury Inc  
United Mennonite Home, Supportive Housing  
Valleyview Home for the Aged Senior Day Program  
VHA Health & Home Support  
VHA Home HealthCare  
Villa Colombo Home for the Aged, Casa Del Zotto  
Vista Centre Brain Injury Services (VCBIS)  
VON Canada  
Warden Woods Community Centre  
Welcome Inn Community Centre  
Wendat Community Programs  
West Elgin Community Health Centre  
West Neighbourhood House  
West Toronto Services For Seniors  
Wesway Incorporated  
Williamsburg Non-Profit Housing Corporation (J.W.  
McIntosh Seniors' Support Centre)  
Windigo First Nations Council  
WoodGreen Community Services  
Woolwich Transit Inc. c/o Kiwanis Transit  
Yee Hong Centre for Geriatric Care  
Yorkminster Park Meals on Wheels

# Board & Staff List

## Board of Directors

**Carol Annett**

(VHA Home HealthCare)

**Tanya Elliott**

Vice-President (Canadian Red Cross)

**Geoff Quirt**

Vice-President (Board Member,  
Community Care Peterborough)

**Brian Dunne**

Secretary (Participation House  
Support Services – London and Area)

**Aaron Berk**

Director (KPMG)

**Sharon Goodwin**

Director (VON Canada)

**Wolf Klassen**

Director (Michael Garron House)

**Jason Lye**

Director (Ontario March of Dimes)

**Carol McFarlane**

Director (SE Health)

**Bill O'Neill**

Director (Kensington Gardens and Kensington Hospice)

**Steve Sherrer**

Director (Thrive Group/Able Living Services)

## Staff List

**Deborah Simon**

CEO

**Janice Bedore**

Executive Assistant

**Patrick Boily**

Manager, Policy & Stakeholder Engagement

**Nalini Ann Cudzilo**

Office Administrator

**Sue Davidson**

Director of Training, OCSA, and Director, Capacity Builders

**Mustafa Elkalza**

Director, Finance & Corporate Services

**Kimberly Gignac**

Manager, Membership Services

**Sauna James**

Training Coordinator, Capacity Builders

**Nicola Kirwan**

Project Coordinator, CHO LeaderShift Project

**Portia Machiwenyika**

Training Manager, Capacity Builders

**Kim Prince**

Senior Manager, Client Relations, Capacity Builders

**Kathleen Thompson**

Project Manager, Leadershift

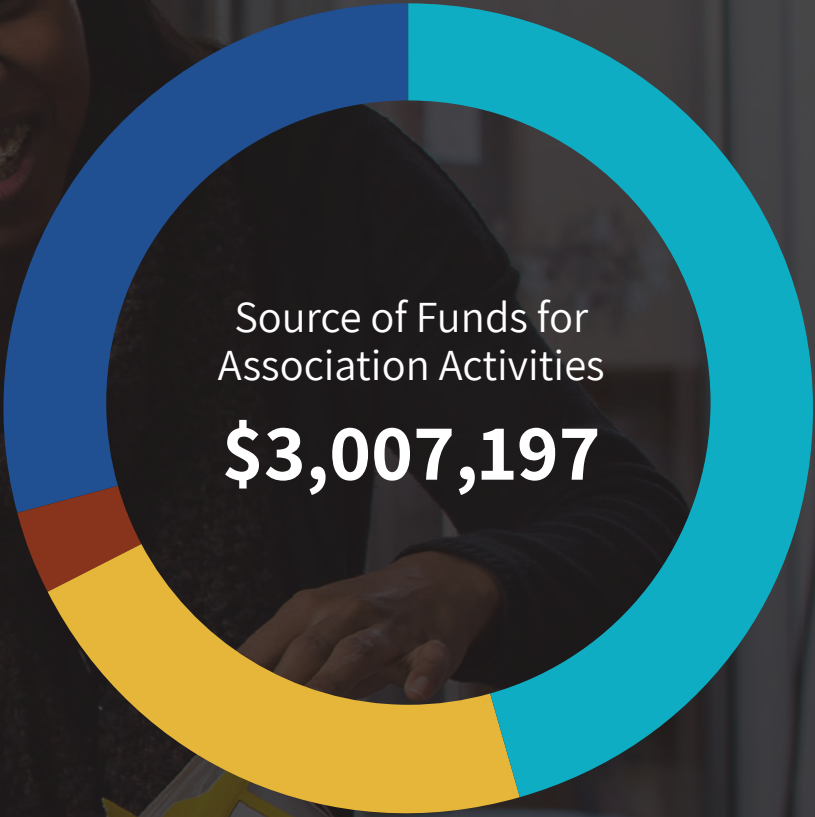
This fiscal year we added Michele Vantrepote to the team at OCSA and she started as our Communications Manager in June 2018.



# Finances

## Source of Funds for Association Activities

Grants and donations	\$ 1,371,987	45.6%
Membership fees	\$ 658,063	21.9%
Other revenue	\$ 105,433	3.5%
Training, resources and conferences	\$ 871,714	29.0%
<hr/>		
Total	\$ 3,007,197	100.0%



## Use of Funds for Association Activities

Member services and training	\$ 2,553,367	80.4%
Public awareness and public policy	\$ 480,259	15.1%
Finance, administration of project funds and Board Expenses	\$ 141,274	4.5%
<hr/>		
Total	\$ 3,174,900	100.0%

# OCSA | Ontario Community Support Association



Ontario Community Support Association (OCSA) champions a strong, sustainable home and community support sector for all Ontarians, representing nearly 240 not-for-profit organizations that serve over one million people.

A respected leader for over 25 years, OCSA advocates on behalf of our members and their clients to government and other stakeholders. OCSA also creates partnerships, facilitates knowledge sharing and offers training, resources and benefits that enable our members to continue to provide vital services to seniors and people with disabilities.

## OCSA

Contact us using the the following:

Web [www.ocsa.on.ca](http://www.ocsa.on.ca)  
Email [info@ocsa.on.ca](mailto:info@ocsa.on.ca)  
Phone 416.256.3010  
Toll Free 1.800.267.6272 (OCSA)  
Fax 416.256.3021

 @OCSAtweets

 @OntarioCommunitySupportAssociation

 Ontario Community Support Association (OCSA)

*Client photos were provided by OCSA Member Acclaim Health.*

**LeaderShift** 



## Capacity Builders

Contact us for your training needs!

Web [www.capacitybuilders.ca](http://www.capacitybuilders.ca)  
Email [info@capacitybuilders.ca](mailto:info@capacitybuilders.ca)  
Phone 416.256.3010 ext. 229  
Toll Free 1.800.267.6272 ext. 229

 @CapacityBlders

