Strategic Priorities 2016-2017

- Increase financial capacity through grants, submissions of proposals and utilization of their existing resources and properties
- Increase awareness of CLQW through community inclusion and public recognition
- Develop alternative housing options to support greater choice for people with an intellectual disability
- Increase technological capabilities through utilization of new information processing systems

Membership Application

As a member of Community Living Quinte West you will have input into the strategic planning of the Association which sets the future direction of the agency, the right to become a Board member and voting rights at the Annual General Meeting and membership in Community Living Ontario. We are looking forward to working with you.

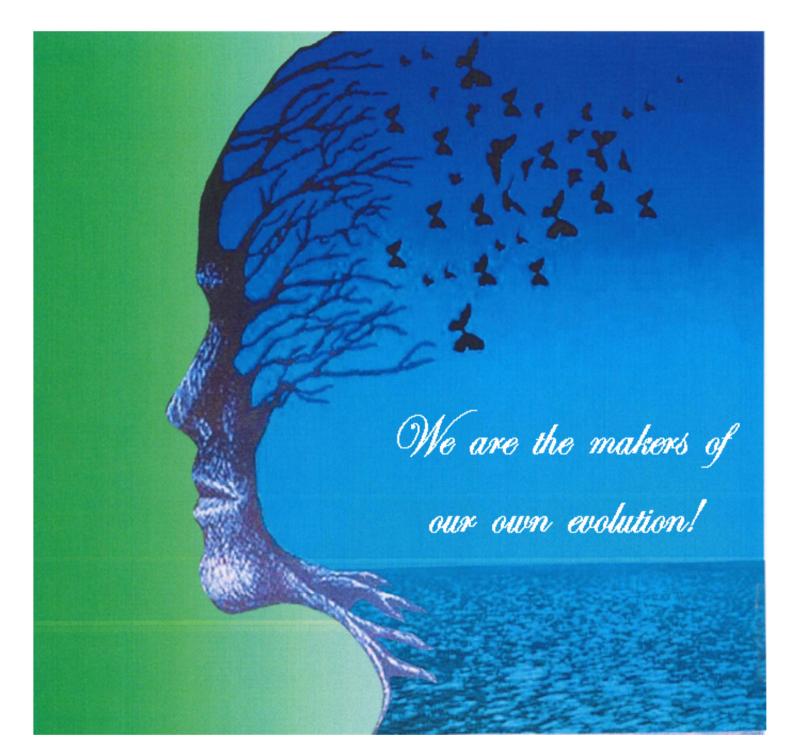
Donations are used to enhance the programs and services that we provide.

Please send this form with payment per membership to:

main office at 613-394-2222 for more information.

Community Living Quinte West 11 Canal Street, Trenton ON K8V 4K3

Name:
Address:
Phone # (s):
E-mail:
Single Membership: \$15.00 (1 vote) Family membership: \$20.00 (1 vote)
Donation \$
Would you like us to acknowledge your donation to the family? Yes No
Membership \$ + Donation \$ = Total \$
Thank you for supporting Community Living Quinte West. Receipts for income purposes will be issued for
donations. Charitable Registration #: 0372177-11
Volunteers are always welcome. If you have some time to share and would like to volunteer please call the







Annual Report 2016-2017

The President's Message

The Evolution of this 58 year old agency continues. People come and people go! Some leave a more lasting impact than others but each contributes to the well being and lives of the individuals we support.

The Board of Directors is saying good-bye to two Board members. After six years of much appreciated dedication John Klein is moving on to other undertakings. Deana Lewis is also moving on to other endeavors. In her two years of service Deana has brought much appreciated energy and ideas to the Board. We wish them both every success in what they choose to do.

Over the years we have seen the Lafferty Road building evolve from the Stepping Stones Nursery to an indoor yard sale site to the June Hodgson Centre where the GOALS program and then the Admin Offices were and then redesigned to accommodate Paws Active Doggie Daycare.

We have seen our residential program move from Marmora Street to Bentinck Street, and then expand to include the Lafferty Road Residence and the Fraserglen Court Residence. Both of these new homes were built in the "country" to a provide peaceful, relaxing atmosphere for the those living in them.

The Canal Street building has gone from a sparse cold workshop, ARC Industries, to the beautiful building it is now with a full complement of offices for the management team and activity rooms for our Day Programs. We have seen lots of changes and improvements.

The Board of Directors would like to advise the temporary appointment of Lorrie Arsenault as Interim Executive Director. Starr Olsen has left CLQW for new endeavors. We thank Starr of all she did for this agency and wish her well in the future. Lorrie has agreed to take the reins of CLQW for now. She has been with CLQW for 33 years. Lorrie started as a DSW working in the Stepping Stones Nursery and then moved to the residential and day programs. Lorrie has taken on many roles within this agency over the years and has always brought a level of excellence, commitment and passion for the improvement of quality of life for the people she serves. This Board of Directors recognizes Lorrie's dedication to this agency and thanks her for stepping into the role of Interim Executive Director.

With the support of MCSS, the Board has decided to take a period of adjustment for a minimum of six months before we start the process of recruiting a new E.D.

Paws Active Doggie Daycare has ceased operations and was permanently closed effective May 19, 2017. The Board determined the business was not self sustaining or effective. The staff were released and thanked for their efforts. CLQW did not have any of our individuals working there and there had not been for some time. The funding from the Doggie Daycare has been re-allocated to staffing in our other programs.

The Board of Directors is looking to the future. We are looking for ways to breathe new and more life into this agency. We are looking for ways to attract new people to our agency to keep us viable for the future. We would like to see young people, seniors, and everyone in between take advantage of what we have to offer. We would like to see more and better housing options for the people we serve. The capability to provide people with choices in where they live and enjoy an inclusive life is a large undertaking that will take time and a lot of effort. We would like to see more choices of housing, community activities, day programs and employment for the people we

So as you see, The Evolution continues!!

serve! We're going to need lots of help!



Michelle Earle,
President and Board Chair

Volunteers and Students

Community Living Quinte West is privileged to offer volunteer and student placement opportunities to enrich the lives of persons supported as well as the volunteer and student. We welcome students from various institutions within the Quinte West and surrounding area. This experience is great for all and everyone benefits from the experience. Volunteering can be very fulfilling to the mind, body and soul.

What an opportunity. What fun! Come check us out. You will be richer for your effort.

We also take advantage of the Canada Summer Student Program. In 2016 we had two summer students working for us. Although this is a paid position it offers students an opportunity to have a more in-depth work experience with people with intellectual disabilities.

Students and Volunteers of CLQW

High School Co-op Placements-3 Loyola School-PSW Program-12 Loyalist College Field Placments-25

Volunteers with CLQW-8

Scott is quoted as saying "I like to help out at the bi-weekly bingos as I feel I am giving back to my community.

Becoming a Volunteer

If you know of anyone interested in becoming a volunteer with Community Living Quinte West please give Chastity Nicholson, HR Assistant a call at 613-394-2222 ex. 24 for more information or email her at chastity@clqw.ca

Check out our website at www.clqw.ca for more information and also to find our volunteer application listed under the volunteer opportunities section.

We want and need you please !!!!!!!!!



Compass Program

This is what it looks like to Volunteer and give back to your Community

Random Acts Of Kindness 2017
What better way to enrich the life of someone in your community!!!





HUMAN RESOURCES STATS

Human Resources (HR) is the department of an organization that focuses on employee recruitment and retention, new hire orientation, maintaining personnel files, benefits and payroll.

As of March 31st 2017 there were 38 staff total.

24 FT 15 PT 1 RPT

52 applications for employment were received from April 1st 2016 – March 31st 2017.

Andrew Hutchison

Director of Finance & Human Resources

Chastity Nicholson

Human Resources Assistance

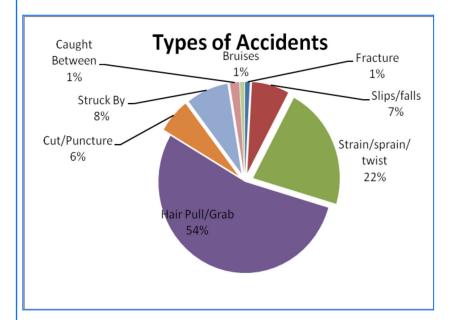
Health and Safety

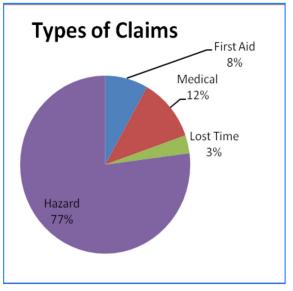
The Joint Health and Safety Committee has undergone a change for the management members. Lisa Flanigan joined the committee to replace Andrew. She joined Pat Deline, Shannon Hall and Mike Sagriff. All members work together to ensure a healthy and safe working environment for everyone.

The committee reviews all workplace hazards, accidents and incidents of employees; recommending controls needed to reduce workplace injury. There are different categories for review including location of occurrences, types of accident, date, time, staff member, and contributing factors. These statistics are completed with annual stats and lifetime stats to observe trends through the years.

Better a thousand times careful than once dead. ~Proverb

Respectfully Submitted Joint Health & Safety Team





Evolution - Change that is Natural and Ongoing

Evolution is a natural change and progression for all living organisms. In order to survive, we must evolve, but sometimes, we need to take a step back, sit back and just breathe. Sometimes we need to just stop, look and listen. Sometimes the need to evolve can send us down a path that we never thought to follow. The evolutionary process gives us the opportunity to change, to progress, to reflect and to adapt in a fast paced world with some times overwhelming demands.

The theme for Community Living Quinte West's 2017 Annual General Meeting is *Evolution*. There is no doubt that the Developmental Services Sector is evolving and in turn CLQW. In order to keep up, we must find ways to simplify and streamline the daily professional responsibilities. The use of technology to create efficiencies in the workplace for our frontline employees and Leadership Team has helped us to evolve to better manage the increasing workloads.

Although the management of our professional day to day demands and responsibilities is key and they cannot be neglected or taken lightly, people using services and their families must remain at the forefront of the planning and development of the agency, the evolution of the agency. Getting back to basics in terms of values and asking the simple questions influences the direction of our evolution.

Community Living Quinte West is getting back to basics. As a team of frontline employees, members of the Board of Directors, management, and of course, the people using our services and their families, we will continue to take steps to move forward, to improve on the quality of services and supports provided and most importantly, to work towards an inclusive, self directed life in which everyone has full citizenship and choice. With support from our stakeholders, keeping an open mind, and actively listening, we will become stronger and we will continue to evolve.

Sincerely Lorrie Arsenault Interim Executive Director



PawsActive Doggie Daycare

The program was designed to assist individuals with intellectual disabilities supported by CLQW to acquire employment skills which they could use to find a job in the community. It was a good program and was well received in the community. However, as of November there were no supported individuals wanting to work there so the program was closed. We cannot use MCSS funding to operate a program where there are no individuals being supported. Paws Active Doggie Daycare closed its doors in May of 2017.

Compass Program

The Compass Program is revamping and revitalizing. This is to provide the best possible service and support to our participants. We listened to what you had to say and have made some changes to our program.

I would like to take this time to welcome Irene Townsend to the Compass Program Team. Irene has been a long standing employee of CLQW and we are fortunate to have her as part of our Team. This means that we now have three consistent staff each day.

Some changes that have occurred:

- 3 Group Leaders-Jennifer Frizzell-Group #1, Mike Sagriff-Group #2 and Irene Townsend-Group #3. The staff are constant Leaders and are responsible for planning for their group and the activities that they do each day.
- Changed title of Teacher to Group Leader and we have Groups now instead of classrooms. Each opportunity will be a teaching moment for participants in the natural environment in which they participate.
- We will be offering choice for certain activities such as Art, Physical Education, and Music
- YMCA gym one day a week will continue as well as swimming for those that want it, 1 day a week on a rotational basis.
- We will continue to participate in community events such as attending at the Library, going to the Wellness Centre and visiting sites of interest.
- We will continue with our Rights and Responsibilities Training and our Self-Advocates Group as well as our Circles Program.
- Life Skills, Self-Esteem, Conversation Starters, and Anger Management will be part of our calendars.
- As always physical education will play a key role in our day.
- Cooking and Baking
- Seasonal Art Projects

Lisa Flanigan and I are changing roles as of September 25, 2017. She will be taking over as Manager of Support Services and I will be the Manager of Operations. For more information on the Compass Program please feel free to contact Lisa Flanigan at 613-394-2222 ex. 29 or you can email her at lisa@clqw.ca.

Respectfully Submitte.
Susan Holmes, Manager
Support Services



Self-Advocate Group

- Our group meets 1 time per month, on the first Wednesday of the month
- We have our meetings at 11 Canal Street at the Compass Program
- People who come to Compass attend the meetings
- Everyone is welcome
- We talk about Rights and Responsibilities for us, staff, and people in the community, Abuse, and how to stand up for ourselves.
- I represent the group as a member of the Board of Directors for Community Living Quinte West
- We have sent letters to the City of Quinte West asking for better accessibility on the Waterfront Trails

Respectfully Submitted Scott Smitth CLQW Self-Advocates Group

Passport Funding

Passport funding is a program for adults with a developmental disability to participate in their communities, and give primary caregivers respite from their care giving responsibilities. There are two types of Passport Funding available and they are Adult Respite Services and Community Participation Services and Supports.

Adult Respite Services allow family members and care givers to take that much needed mental and physical break from their day to day routine of providing support such as the activities of daily living, emotional support, and physical support to their loved ones.

Community Participation Services and Supports enable adults with a developmental disability to participate in their communities more fully by becoming more actively involved in recreational, social, volunteer, and employment activities.

Currently there are 23 families supported by Community Living Quinte West that are in receipt of Passport Funding. This funding has had a huge impact for these families and has given the people we support much needed opportunities to become more engaged in their community.

Respectfully Submitted, Connie McLean, Manager Community & Family Supports



If we wait for the moment when everything is ready we shall never begin.

~ Ivan Tergenev

Family Engagement Network

The Family Engagement Network was established in April 2016 and was developed to bring parents together in an opportunity to share their hopes, dreams and needs for the future of their son or daughter in a supported environment; and for parents to share information with Community Living Quinte West on what is important to them and to receive information on services and programs that may be of value to them.

Since the FEN group was first established we have had various guest speakers come out and speak to the families on topics they had brought forward as interests to them. Some of the guest speakers were representatives from the Community Integration through Cooperative Education (CICE) program that is set to begin September 2017 at Loyalist College of Applied Arts and Technology. Other guest speakers were from ODSP (Ontario Disability Support Program), Investor's Group and Kenneth Pope.

The Family Engagement Network meets on a monthly basis except in the summer months and is always looking for new families to join. The new schedule of guest speakers and meeting dates will be announced in the near future.

If you are interested in joining the group, have ideas for topics/guest speakers, or have a connection with anyone that you feel could provide information to the FEN group please contact Connie McLean, Manager of Community & Family Support.

Respectfully Submitted,

Connie McLean, Manager
Community & Family Supports

OPERATIONS

18 Serious Occurrences

0 Adverse Water Reports

9 Vehicles require general and annual maintenance

Regular repairs and maintenance for 3 Homes, Old School House, Joan Scott Developmental Centre

Sprinkler systems have been installed in all 3 homes

One of the Strategic Priorities for CLQW for the past years is to find alternative housing that meets the needs and desires of the people we support. We have been able to do this for two of our supported individuals.

At 59 Bentinck Street the garage area had major renovations done to build a separate apartment for one person. An individual that no longer desired to be in a group living situation was able to move into the apartment.

The apartment has a bedroom, bathroom, sitting room and kitchenette. There are two separate exits apart from the house exits. Technology was put into place to allow the individual to live independently and have the supports required.

Door locks are automatic and monitored. Lighting is monitored remotely; fire and carbon monoxide detectors are monitored by Alarm Systems, and in case of a fire the doors unlock and open automatically.

Kevin loves his independence but also appreciates having the staff close at hand when he needs them.





so under

went some major renovations this year. The garage has been renovated along with one of the bedrooms attached to the garage into a private suite for one of the individuals living in the house. Debbie now enjoys her privacy and a quiet space of her own. The self contained apartment has a bathroom, sitting room, bedroom, kitchenette with sink, and a dining area. A beautiful deck and ramp with an extension made to the existing fence have been built to allow a private entrance into the back yard. There is also a private entrance to the front of the house. This change has been positive for everyone.

Debbie loves living in the new apartment at Fraserglen and is enjoying her new space and is happy to be on her own.

Respectfully Submitted, Lisa Flanigan, Manager Operations





Residential and SIL Supports

There have been a lot of changes in Residential Services within the past year. We have had new residents move in, other residents move to alternate locations or areas within the home.

David moved back into Lafferty as his family home providers have retired. Jasmine moved from Madoc C.O.P.E. to our Bentinck Street home while Mark moved from SIL to Bentinck. Jasmine has decided that she misses her home in Madoc so we are currently assisting her to find different living arrangements in her home town.

New self contained apartments have been constructed at our Bentinck and Fraser homes. Kevin is the occupant of the Bentinck apartment where technology aids in his safety and security. Debbie is the occupant of the Fraser apartment and she is enjoying her own private space.

Our staffing has once again changed with a double being added at Lafferty Road. This is one of our busiest homes with specialized care.

"I like the people I support, my coworkers and the Management Team. I enjoy not only being able to expand my personal growth but the growth of the people I support. Each day I go into work, it is never the same and provides new challenges every time. "

"Shannon Hall

"Nice People there and I trust them" ~Greq



Barb at the movies



Greg with the Stanley Cup.

Our SIL program continues to change as we have added another staff member to help better support the increasing needs of the individuals. Cathy Suijker has joined Sarah to support those who live in the community while Sarah looks after those who live in the Flindall Street apartments.

We have had Corey leave our SIL program in search of other supports and Roy move in. Roy receives Sarah's support but also has the added benefit of two aunts who live in the building. Mark has left SIL and moved into one of our group homes so we are currently looking at another individual to fill his vacancy.

Sarah and Cathy will be working together to increase the skill level for people in the area of cooking by providing cooking classes for those who wish to take part.

Being able to be involved with and participate in community activities is important to the individuals in the SIL program.

Respectfully Submitted
Pat Deline,
Manager of Residential Services &
Professional Development

Here is Wayne B. volunteering for the Tee-Off for Inclusion Golf Tournament as he has done for many years.



MISSION STATEMENT

Community Living Quinte West is committed to the provision of supports that will assist individuals with an intellectual disability to live, work and play as integrated and valued members of their community.

VISION STATEMENT

Community Living Quinte West is a non-profit organization whose vision is one of a community that encourages and supports each person with an intellectual disability to participate, play, learn, work, and volunteer to the greatest extent possible.

CLQW is committed to:

- a person's right to make real, self-defined choices;
- the provision of supports and resources allowing every person to exercise their rights, privileges, and obligations as full community members;
- enhancement of the emotional, social, educational, vocational and spiritual well being of each individual.

Recognizing the fundamental rights and unique potential of all, CLQW advocates for inclusion of each individual with intellectual disabilities to all aspects of community life.

WE BELIEVE (THAT):

- Each individual is unique and valued as an individual, shall be treated with dignity, and is the foundation in our decision making;
- All person have the right to make real choices in self-defined terms, and be provided with guidance and training to make informed and responsible choices.
- Individuals have the right to live in and have the opportunity to experience their community
 with support and guidance; inclusion enhances growth and development and that each
 person is essential to the completeness of the community and must be supported to
 exercise their rights, privileges and obligation as full members.
- An individual's needs can best be identified and met through team approach which requires fostering of open communication.
- CLQW has the obligation to facilitate the promotion, education, and awareness in all segments of our population of our goals and mandate.
- Change is a necessary part of living and therefore all supports and resources must be sufficiently flexible to adapt to the individual's changing needs. In this we will strive for a safe, healthy, and enjoyable environment.



Financial Report for 2016-2017

REVENUE	2016/2017	%
GOVERNMENT SUBSIDIES	\$2,202,083	88.16%
FEES & RECOVERIES	\$158,740	6.35%
COMPASS & PADD REVENUE	\$114,805	4.60%
PASSPORT PLANNING	\$22,303	0.89%
TOTAL REVENUES	\$2,497,931	100.00%
EXPENDITURES		
SALARIES & WAGES	\$1,817,547	72.75%
BENEFITS	\$280,525	11.23%
UTILITY, HEAT, WATER &		
COMMUNICATION	\$76,338	3.06%
REPAIRS & MAINTENANCE	\$86,229	3.45%
TRAVEL & TRAINING	\$36,809	1.47%
OTHER EXPENSES	\$200,793	8.04%
TOTAL EXPENDITURES	\$2,498,241	100.00%
SURPLUS	-\$310	

FUNDRAISING:

Our partnership with the Lions Club Bingo Association in Belleville generated \$18,830.00. All other agency fundraising is done thru the CL Quinte Foundation.

EXPENDITURES BY MCSS PROGRAM

ADMINISTRATION	\$376,576
RESIDENCES	\$1,476,873
DAY PROGRAMS	\$416,722
INDEPENDENT LIVING	\$174,470
FAMILY HOMES	\$53,600
Total	\$2,498,241

We are sculptors finding ourselves in the evolution of choosing, not in the results of choice.

~ Sheena lyengar



The Ace Program, Accessing Customized Employment, was established in 2015 by Community Living Quinte West, The Madoc COPE Corporation and North Hastings Community Integration Association. The ACE program worked with over 60 self-advocates to help improve their chances of gaining competitive employment; we facilitated 47 successful employment relationships; and, worked to change the way people think about competitive employment for people who have intellectual disabilities.

Job Developers Kali Meeks and Joey Defreitas started job carving in July 2015. Joey left the program in September and Allison Hay-McKenzie was hired in February of 2016. During the time of the ACE program 203 businesses had been contacted.

Job Developers reached out to third party agencies such as Meta Employment Services, Links to Health, Career Edge, Loyalist Employment Services, Sphere, RWA- Community Living Ontario, and Groupe Convex. The working relationship was a positive one.

Job Developers spent time doing onsite job coaching and assisting self-advocates participating in training. This was necessary to ensure the success of the employment placement. The job developers strived to see many successful mutually beneficial employment opportunities.

HELMS

Health Energy Learning Motivation thru sports or HELMS as we call it has come to a natural end. First started in the summer of 2009 this program worked to break down the barriers people with intellectual disabilities faced when wanting to access community sports. Some of these barriers were physical but the majority of them were societal perceptions.

The original five agencies laid the foundation for working with community sports venues to help them realize that people with intellectual disabilities are no different than other sports enthusiasts. Once the sports communities had the opportunity to work with our individuals they were quick to see how inaccurate their views were. People with intellectual disabilities are welcome to access any sport they choose and will be accommodated when needed.

It is a bitter sweet good-bye that I say to those who collaborated to make this program a success: the agencies, the participants, and the people at the various community sports venues. This too is evolution.

Respectfully Submitted Toni Kirby

HELMS Co-ordinator



Board of Directors 2016—2017

Michelle Earle —President and Board Chair, Chair of Policy and Planning Committees
John Klein —Vice President and Chair of Governance Committee
Deana Lewis —Secretary/Treasurer and Chair of Finance Committee
Dan Koets —Director
Brent Hoddinott —Director
Scott Smith —Director and Self Advocates Rep.

Administration Staff

Starr Olsen —Executive Director until May 2017

Lorrie Arsenault —Interim Executive Director and Director of Programming and Community Involvement

Andrew Hutchison —Director of Finance and Human resources

Toni Kirby —Executive Assistant

Chastity Nicholson —Human resources Assistant

Chelsey Miller —Receptionist

Management Staff

Pat Deline —Manager of residential Services and Professional Development Lisa Flanigan — Manager of Operations
Susan Holmes—Manager of Support Services
Connie McLean—Manager of Family and Community Supports

Programs

Day Supports - Compass Program

Residential Services - Bentinck Street Group Home

- Fraserglen Group Home
- Lafferty Road Group Home
- Supported Independent Living
- Associate Family Home

Community Supports - Transitional Youth

- Passport Funding
- Family Engagement Network



CLQW Board and Staff Planning Day

Over the past year, Community Living Quinte West (CLQW) has taken steps to advance its services to align with the current trends and needs of people with developmental disabilities and their families. With the recent change in leadership the Board of Directors and Interim Executive Director identified this as a good time to bring Board members and employees together to create their vision of CLQW's future and the values that will guide their work moving forward.

People Minded Business facilitated half-day planning session. Below are the key points developed from the day's activities. They paint a clear picture of CLQW's desired future, and articulate the values that will advance supports for people and families.

Housing	
It would be great if We could secure more funding for increasing housing People had a choice – where, with who, how More feedback from everybody (Agency/staff/people/families) More options (SIL, home share, transition, apartments – individualized) More people needing housing supports +; more staff to support (hand in hand) More use of technology in the homes to be more independent/supported	
Keep doing this	Keep medical home Keep Bentinck expanding Keep expanding use + exploring technology Keep developing individualized housing Keep an open mind
Keep, but improve this	Keep choices for living Choices for meeting needs of people supported (not ourso Expanding with individuals making the choices Individuals need to be part of process, not spectators!
Start doing this	Interview + application process with family, staff facilitator, client and "try before you buy" options (i.e. trial basis for best fit)
Stop doing this	Housing is secluded, need housing more in the community Stop fitting people into openings that are not personalized to them

	Human Resources + Relations
It would be great if	Community knew what/who we did/are
	More training opportunities
	Input for interview process
	Collaboration with other "like" agencies
	Team building – all levels
	Getting staff buy in to:
	volunteer/support; community fundraising activities; give ideas/ suggestions
	HR data streamlined
Keep doing this	Collaboration with "like" agencies
Keep, but improve this	Team building – all levels
	Training opportunities
	Improve on staff inclusion
	Community living awareness
Start doing this	Changing our logo
	Conversations (collaborative) vs directions (finger wave)
	Explain decisions further
Stop doing this	Living in the past (i.e. civil, human rights have changed and do daily)
	Making "change" difficult

	Day Service
It would be great if	People had choice/to go or not – activity, swim, shop, etc. Better transportation People didn't go out in large groups Community teaching involvement (i.e. police, paramedic, safety, etc.) More to do at Compass – while there –instead of driving around doing nothing (that's not being out in community)
Keep doing this	A necessary service
Keep, but improve this	Outings/person-centred individual choices
Start doing this	Giving people choices – listen to people! Start acting on people's choices Connecting with the community Start social enterprises Teachable moments
Stop doing this	Educational programs No more large groups > 2 Forced against free will to participate

	Employment/Volunteer
It would be great if	Own unique "talent" promoted skill sets
	Facilitate self-employment
	Facilitate hobby development
	They like to earn money
	Community embraced/aware of skill sets of the people we support and employ them accordingly
	Help with resumes plus to enhance their community involvement (i.e. employ, volunteer, job coaching, etc.)
Keep doing this	Expand on self employment (craft sales, yard sales)
Keep, but improve this	Job coaching
	Entrepreneurial ventures
Start doing this	Build community partnerships (i.e. VIQ/ Career Edge)
	Start asking the question: "Do you even want to work?"
Stop doing this	Over thinking the meaning of "value"
	Change attitudes – it CAN be done How can we?

	CLQW
It would be great if	Families were more involved – stronger membership
	Provide supports needed/wanted
	We were known in the community
	We could all be flexible/team work
	Managers didn't have to do bingo
	Would grow/expand
	We could listen and be civil/accept conflict/ideas/suggestions
	We could work within the CA to provide <u>true</u> person directed supports
Keep doing this	Be known in the community
Keep, but improve this	We could be more flexible and work better as teams
Start doing this	Open + honest communication
	Allow individual staff to make pertinent decisions without manager second guessing
	Positive criticism
	We need to do what we say we are doing/live and practice what we preach
Stop doing this	Assuming what is best for people
	Making decisions for people