



CONNECT

Community Living Options Monthly Newsletter

Issue 2, January 2020



FROM OUR CEO

MEL KUBISA

Hi everyone,

We hope you had a lovely Christmas and New Year and managed to celebrate the year that has been. 2019 has been a phenomenal year for the disability sector, with the final phase of NDIS implementation and the announcement of the Disability Royal Commission. We strongly support the Royal Commission as it provides a much needed platform for people with a disability to be heard. The Royal Commission have recently released an issues paper in regards to the criminal justice system and this is highly relevant to CLO, an area we have been very passionate about in regards to therapeutic accommodation support models to support people who have been involved in the criminal justice system.

What's happening at CLO? Well, going into our last 6 months of our Strategic Plan 2018-2020 we are focusing on culture, culture, and more culture. We had the wonderful Fran Connelly at CLO who facilitated her 'Bringing the Brand Alive' programme and a 'Train the Trainer' culture masterclass. The culture masterclass will roll out to all our sites over the next few months, the focus being bringing our 'values to life and living them through everything we do' and embedding a values based culture for everyone right from the start of your journey with CLO. When I have the opportunity to meet new support staff who attend induction here at Edwardstown they will often ask what success looks like? Or in their first 3- 6 months how do I achieve success? The key to success is living and breathing our values and ensuring your conduct aligns with the values we talk about at CLO. To do this, if you focus on getting to know your client and supporting them to achieve their goals through active support and can demonstrate this you are succeeding and the rest will follow. Our sector has changed, and with it our roles have changed and they are very complex roles now to ensure high standards and quality care so stay focused on what matters and support people to achieve great opportunities and a great life!



FROM OUR SENIOR MANAGER OF OPERATIONS

JOHN AINSWORTH

Hi Team,

As we kick off 2020, I just wanted to take the opportunity to inform you of an exciting new training program soon to be rolled out. In the next couple of months we will be launching our 'Emerging Leaders' program. This will be an intensive training program for those of you who have the drive and motivation to form part of our Client Services Coordinator succession plan.

The successful team members will come together as a group on a monthly basis and be trained specifically to the CSC role by the Senior Manager or Operations, Regional Managers and Staff Development Coordinator.

I see this as a positive and necessary step to ensure we are well placed to keep up with organisational growth, maintain a positive culture of internal opportunities and the growth of individual's knowledge and expertise.

Stay tuned for further details!

UPCOMING EVENTS

Intimacy and Relationships

Talking about sexual relationships, keeping yourself safe and choices you want to make about it all.

Fleurieu

Thursday 5/3/20 – 3:30pm

Thursday 12/3/20 – 3:30pm

Thursday 19/3/20 – 3:30pm

Thursday 23/3/20 – 3:30pm

Southern Metro/Metro/Mental Health Project

5/3/20 10 am – 1:00 pm

12/3/20 10 am – 1:00 pm

20/3/20 10 am – 1:00 pm

2/4/20 10 am – 1:00 pm

More details to come, please keep an eye out for flyers with more information.

KANGAROO ISLAND EMERGENCY RELIEF

CLO would like to say a BIG thank you to everyone who donated to our Kangaroo Island emergency relief!

Thanks to everyone's amazing generosity, 20+ boxes/bags of food and numerous Drakes gift cards were donated to our clients, staff, their families and the Kangaroo Island community.

Our CEO, Mel Kubisa and Fleurieu Regional Manager, Sharon Partington visited the island to drop off the donations and spent time with our amazing CLO team.

As always, we thank all staff for your kindness and generosity.



THE ROAD TO BECOMING A PERSON CENTRED SUPPORT WORKER AT CLO!



ASAD ISMAL
MENTAL HEALTH PROJECT

My name is Asad and I have been working for CLO for nine months so far. Before joining CLO, I wanted to study a mental health course because my passion comes from living in a country before Australia with no mental health services and seeing a lot of my friends and family struggling with it and unable to seek help. I believe that there is nothing to be ashamed of if someone is suffering from mental health issues, I want to be able to support them and offer advice when I can. During my journey as a support worker, it has been rewarding and I have learnt new skills. Working in the Mental Health Project has helped a lot because we receive a lot of valuable training and hopefully I will soon be ready to apply for a course to further develop in that area. I am very fortunate to work with different clients in a different environment and gaining new skills and knowledge that I never thought I would in any industry. Thanks again to my Regional Manager and Coordinator, who continue to follow up our development and staff mental health wellbeing.



BERNIE FARRUGIA
SOUTHERN METRO>ROSTERING

Hi my name is Bernie and I started my work journey as a carer in aged care. While I enjoyed looking after the elderly, I needed more of a challenge and my passion was making a difference in the community. So my best friend Marg who worked at CLO suggested I apply. It's been a year since being employed and my time at CLO has been amazing working with BPD, mental health clients and making a huge impact on their lives and helping them reach their goals and becoming more independent has been so rewarding and made me feel that I had made a difference in their lives. Also along my way I have met amazing person centred support workers that have been brilliant with the clients. CLO is a great place to work they provide the best training around when it comes to mental health and have high values on person centred care to the clients that we support. CLO also offer great opportunities if you wish to move up at CLO. I have recently joined the Rostering Team, and they all are amazing and very supportive and offer great training to become a Rostering Officer. My year at CLO has been great and I am excited for my future at CLO.



KATIE WILDE
SOUTHERN METRO>MENTAL HEALTH PROJECT CSC

I was inclined to apply at CLO based on the organisations values. I started off as a Person-Centred Support Worker at a 1:1 site. I spent my days assisting my client with personal care, community engagement, ADL's, and created many developmental programming tools that enabled her to build on her current skills. After 3 months, with the support and training provided from my Client Services Coordinator at the time, I was offered an Acting Client Services Coordinator role in our Southern Metro team which I jumped at the opportunity. Through my acting role I was faced with many challenges that I had not experienced as a support worker; such as facilitating training sessions, staff meetings and liaising with Guardians, Mental Health teams and other external stakeholders. Through this opportunity I gained a lot of experience with the support from my Regional Manager who guided me and helped me develop the necessary skills that led to a successful interview with the Mental Health team. I have now secured a position as a Client Services Coordinator in the Mental Health Project which has enabled me to further my experience and broaden my Mental Health vocabulary. I am so grateful to have been given this opportunity to prove my abilities and I cannot wait to continue to make a difference in the lives of those we support.



KARMEN POWER
SOUTHERN METRO

I moved into the disability sector because of my lived family experience. I understand the complexities of family life and really want to support the client to strengthen and build their support networks.

I like to prove to families that the burden they may feel can sometimes be lightened by allowing the person they support to take on additional responsibility for their own effective self care.

I enjoy the opportunity to work intensively in 1:1 support, in order to make a real difference in the lives of our clients. Being able to do this as part of a close knit team, where we are all working together to design, monitor and achieve goals that improve the lives of our clients makes this a reward in itself.

Although much of our growth is via small steps and slow progress, and at times it feels like I'm not making a difference, when we look back at where we have come from and see how much we have been able to support our clients there is lots of satisfaction.

THE ROAD TO BECOMING A PERSON CENTRED SUPPORT WORKER AT CLO!



BEV CAMERON
FLEURIEU

I commenced employment with CLO February 2013. The reason for my application was the offer of permanent full time employment initially and my knowledge of the success CLO has with supporting a wide range of consumers in ensuring their journey in life is as fulfilling as possible. I believe CLO have the expertise to match consumers with staff. I also believe CLO are approachable, supportive and welcoming of ideas from staff perspectives. I am proud to be an employee of CLO. I have worked within the Disability Industry since 1987 and have been up-skilled and educated the most while being a CLO employee. I am passionate about CLO's Values, Mission and Vision. My passion has been to support consumers from a forensic, behavioural background and CLO has provided job satisfaction for me with my employment role. I am grateful for the support, responsibility, respect and career opportunities that CLO offer their staff. From my experience within the industry I believe CLO is an elite organisation who pride themselves in keeping up to date with ongoing changes within the Disability Sector with Service Delivery. I am thankful to the Management Team for supporting staff with training and a wide range of opportunities. I believe I can approach Management knowing they will advise, educate, listen and Advocate for their staff. I feel very valued and proud to be part of the CLO Team and will continue to be a part of the CLO Team until my retirement.



SAM BOWKER
FLEURIEU

I hadn't always known what I wanted to be, but I have always had a passion for helping people, so I studied my cert 3 not knowing that my career was about to begin. I joined CLO in August 2019 and I haven't looked back since. I have received training & support from CLO and its staff and I've felt really welcomed in to the team. Helping to support clients to achieve their goals is a truly rewarding feeling and I look forward to continuing my journey supporting many more clients with CLO.

CONGRATULATIONS TO OUR REWARDS AND RECOGNITION WINNERS FOR DECEMBER!



Southern Metro **Jay Singh**

Jay has been an integral part of Jack's support since the Tweed service started. He has shown great integrity while working at the service. He is always open and honest and is always there to support new team members. He continues to offer encouragement to both new and existing team members by offering reassurance and is a great role model when supporting new staff. He has provided some great innovative ideas with social stories to be able to support Jack with community outings, ADLs and emotional support. He has built a great trusting relationship with Jack and his family over the past 6 months which provides Jack continuity of support. Jay is always willing to support other clients within CLO by using a person centred approach and supports individuals to achieve their goals. This had been recognised by CSC's from other regions. Well done Jay. You are an asset to CLO.

Mental Health Project

Ioannis (Yanni) Papadopoulos and Jon Keir

Both PCSW's have been working with a new consumer currently transitioning from a rehabilitation setting to their new home in the community. Both men have built trust and reassurance with the consumer, mother and stakeholders with many reporting how 'professional', 'respectful' and 'committed' Yanni and Jon are to supporting the consumer to achieve a successful transition into his new home. Throughout the shifts, Yanni and Jon have displayed a fantastic person centred approach through choice and control and building on interests ie music and singing as well as having the videos and photos showing, a usually quiet and withdrawn person, to a smiling, loud and singing person. Both men have been flexible with their working hours - to ensure support is provided as needed and within client needs. Thank you to you both and looking forward to continuing to see great outcomes and achievements, as well as people experiencing great opportunities and a great life.

Metro **Cheryl Hubbard**

CLO wishes to acknowledge the dedication and work ethic of our Wilcox staff member Cheryl Hubbard who has been a CLO employee since 2013. Cheryl is a reliable member of her team, often delegated with the task of orientation training for staff new to CLO.

Cheryl accommodates all requests for immediate redeployment to other sites to assist other teams managing unfilled shifts. During a time of growth it is important that we follow her lead working together by accommodating shift changes and being open to providing onsite training for the many new staff joining our CLO teams. Thank you Cheryl your hard work is recognised and commended.

Fleurieu

CLO's Drew Site and honorary team members

A big thank you and well done to Carol Thomas, Clare Gillespie, Heidi Campbell, Jayne Harrison, John Nguen, Jude Bartlett, Ke (Mark) Ma, Lynlee Heinrich, Rachael Muscat and Samuel Redman. As many of you are aware, there have been catastrophic fires throughout Kangaroo Island, burning nearly half of the island. Over three weeks 215,000 hectares of land and more than sixty houses were lost to this fire, with the inclusion of two fatalities. Throughout this traumatic time our team at Drew Site have continued to care for our clients while also keeping their own homes and families safe. We would like to extend our thanks also to Jayne Harrison and Clare Gillespie who put their hands up to help and were over to assist within 24 hours of management putting the call out. They have stayed on board for two weeks assisting with shift coverage and allowing our Drew staff to take leave to battle blazes close to their own homes or have some much needed rest.

What a stunning display of strength of community and valuing customer experience. Thank you so much, team.

RESTRICTIVE PRACTICES WHAT DO FAMILIES NEED TO KNOW? HOW CAN WE HELP YOU?



SUE GOODALL
CLINICAL SERVICES MANAGER

You may have started to hear a lot about something called “restrictive practices” lately.

A restrictive practice takes away a person’s freedom – your loved one may have something in place for them like this and it’s important we monitor this and do our best to reduce the need for it to be used.

A big part of the Clinical Team Positive Behaviour Support (PBS) Practitioner’s role is to make sure we all understand what restrictive practices are in place for your loved one, why and what we are going to do to reduce or eliminate the need for the restrictive practice to be in place.

This means we may start to ask a lot of questions. This can seem like a bit much sometimes, but the reason we are doing this is to keep your loved one safe and also everyone around them safe. We are also focusing on improving their quality of life; this is really important to us here at CLO.

We work extremely closely with the Operations team from CLO that support your loved one in their home and on a day to day basis. We train support workers and other staff, attend staff meetings and provide ongoing support strategies.

What are restrictive practices though?

There are 5 types of restrictive practices that CLO needs to report on:

- 1. Seclusion:** when you are put in a room or area on your own and can't get out.
- 2. Chemical restraint:** when you are given medication to stop or change your behaviour.
- 3. Mechanical restraint:** when equipment is used to stop you from doing something; like arm or leg restraints.
- 4. Physical restraint:** when someone stops you from moving by touching or holding parts of your body.
- 5. Environmental restraint:** when someone stops you from doing things in your house or when you are out in the community.

There are lots of things that can fall in each of these categories (some you may not even have thought were even a restrictive practice) and that is why it is really important that everyone involved in a person’s life talks openly about them and that everyone understands what is in place, why it is and what we are doing to reduce the need for the restrictive practice to be in place. This is why we ask all those questions!

Types of restrictive practices:

- Seclusion
- Chemical restraint
- Mechanical restraint
- Physical restraint
- Environmental restraint



Why do you seem to be suddenly hearing about restrictive practices more? And why are you being asked to sign consent forms.

While we have always had to report the use of restrictive practices, the way we do it has changed a bit lately. We have always had to have the right consent forms signed and we have always had to record what restrictive practices are being used. But in order to keep your loved one safe, there have been a lot of new rules and safeguards put in place that have meant a more open conversation has started about this – and this is a good thing!

Organisations who support people who have a restrictive practice in place have to follow two main documents:

- National Framework for Reducing and Eliminating the use of restrictive practices in the Disability Services Sector
- NDIS Quality and Safeguarding Framework

In South Australia we are also guided by the:

- Positive Behaviour Support Guide for the South Australian Disability Service Sector
- Restrictive Practices Reference Guide for the South Australian Disability Sector

Request Form Restrictive Practices

Request for Guardian Consent to be completed by the Service Manager

This form is for use with the "Guardian Consent for Restrictive Practices in Disability Settings" Interim Policy of the Office of the Public Advocate. Copies of this form and the policy can be accessed on www.opa.sa.gov.au

I, _____ (name of Disability Service Manager) request the Guardian of _____ (name of client) DOB / / to consent to the following restrictive practice(s):

Practice	Yes/No	Description
Chemical Restraint		
Physical Restraint		
Mechanical Restraint		
Detention		
Seclusion		
Environmental		

Provide the Following Information:

A report from the assessing PBS Practitioner is attached	
A positive behaviour support plan is attached	
The use of the restrictive practice has been recommended by the appropriate manager according to the organisation providing the care:	
Name of Manager:	
Date of recommendation:	
The behaviour assessment confirms that the person's behaviour has previously caused harm to the person or to others	
The assessment describes a serious risk that, if the consent is not given, the person's behaviour will cause harm to the person or to others	
The assessment identifies the function of the problem behaviour	
There is a clear link between the assessment and the plan	
The plan identified why it is the least restrictive option	

RESTRICTIVE PRACTICES WHAT DO FAMILIES NEED TO KNOW? HOW CAN WE HELP YOU?

There are also quite a few pieces of legislation and rules we have to follow, some of them include (there are a lot more actually, but these are the big ones):

- National Disability Insurance Act 2013
- National Disability Insurance Scheme (Restrictive Practices and Behaviour Support) Rules 2018
- National Disability Insurance Scheme (Provider Registration and Practice Standards) Rules 2018
- National Disability Insurance Scheme Quality and Safeguarding Framework 2016
- The Disability Services Act 1993
- Guardianship and Administration Act 1993
- United Nations Convention on the Rights of Persons with Disabilities.



CLO has to follow these rules to make sure we are keeping your loved ones safe; this means we need to make sure restrictive practices are authorised – which means that you have approved them, or, in some cases, that the person giving consent has the right to make that decision for the person in question. An example of this is when a Guardian applies to the SA Civil and Administrative Tribunal (SACAT) who determines if they can be a responsible person for decision making for a person who is unable to make informed decisions themselves. Some of you may have already gone through this process yourselves.

They are a last resort!

Restrictive practices must be thought of as a last resort; and only be considered if all other positive behaviour support approaches and strategies haven't helped or if there is risk of harm to the person or others.

Positive Behaviour Support Plans

Anyone who has a restrictive practice in place must have a Positive Behaviour Support Plan (PBSP) written that includes an assessment of any behaviours of concern, positive behaviour support strategies and explicit information on any restrictive practices that are in place; including a fade out plan that is designed to reduce or eliminate the need for the restrictive practice to be in place.

A PBSP is written by an approved Positive Behaviour Support (PBS) Practitioner.

CLO has PBS Practitioners on staff who are skilled at completing these assessments and developing PBSP's. Or you can choose to ask a PBS Practitioner from any other organisation to do this assessment and plan; as long as the plan is written.

An organisation cannot put in any restrictive practices unless they have been given consent from an appropriate Guardian AND there is a PBSP that has been submitted to the NDIS Quality and Safeguards Commission.

The NDIS funds behaviour support, which includes PBS plans and behavioural support, in a person's NDIS plan under the "Improved Relationship" line. It can be funded at three different levels; Specialist Behavioural Intervention Support, Behaviour Management Plan and Individual Social Skills Development. This funding is what pays for CLO PBS Practitioners to write the plans and to support your loved one.

It can sound like a really complicated process; but we want you to know we are here for you to ask questions at any time. We are also going to be developing and running family sessions about restrictive practices and PBS soon. Please register your interest with our admin staff if you would like to attend and we will let you know the dates we are running these sessions soon.

If you would like to talk to someone about this you could call me, my name is Sue, and I am the Clinical Services Manager at CLO; I am a PBS Practitioner and I manage the other PBS Practitioners here at CLO. I would be happy to have a chat. I hope I see you at our upcoming family sessions on restrictive practices.



Interested in attending an information session about Restrictive Practices and Positive Behaviour Support?

Register your interest with our admin staff on 08 7221 9550 or by email admin@clo.org.au



Would you like to talk to someone about Restrictive Practices or Positive Behaviour Support?

Please contact our Clinical Services Manager- Sue on 08 7221 9550 or by email s.goodall@clo.org.au

MALCOLM'S MICRO ENTERPRISE SUCCESS!

Big congratulations to Malcolm for winning an encouragement award for the creation and growth of his gardening business! Malcolm uses his bike and bike trailer to transport his gardening equipment and is now servicing several homes in the local Victor Harbor community.

The tenancy team and in particular David Morris played a huge part in supporting Malcolm to get his micro enterprise up and running and helped Malcolm design his bike trailer and supported him with engaging someone to build the bike trailer and also with letter box dropping about his gardening services.

This award is a wonderful recognition for Malcolm's hard work and commitment to setting up his own business!

A big thank you also to Malcolm's staff who supported him in achieving his goal!



HEALTH AND WELLBEING!



JASON WISNIEWSKI
ACTING CLIENT SERVICES COORDINATOR AND QUALIFIED PERSONAL TRAINER

Body composition/don't rely on the scales

In regards to overall health, body weight is not nearly as important as the composition of weight. Rather than tracking body weight you should be more aware of your body composition.

What is body composition? In physical fitness body composition is used to work out the percentage of muscle, fat and bone mass in the body. Two people who weigh the same can have completely different body shapes.

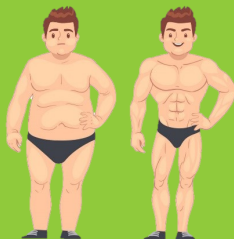
It is hard to avoid getting stuck in the trap of constantly stepping on those scales. It can become very unhealthy especially when some are willing to do anything just to see that pin move down.

Generally when people say they want to lose weight it means they want to lose body fat, look leaner, feel fitter and healthier. Focusing on just the weight alone will not help in that aspect.

Our bodies are constantly changing even just throughout the day, there are too many variables that can cause weight gain/deduction

For example:

- Food
- Water level
- Muscle mass
- Insulin
- Leptin resistance
- Bowel movements
- Medication
- Metabolism

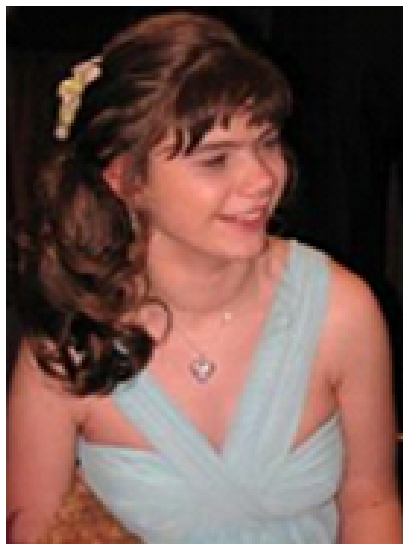


100kg vs 100kg
35% body fat vs 8% body fat

Body composition can be estimated through various techniques from field-based tests requiring only a calculator or tape measure, to advanced medical testing. Common methods used to estimate body composition include measurements of height, weight and girths. With today's technology a lot of local gyms now have access to a digital body composition scale. So if you are serious in wanting to see changes in your body it is definitely worth getting composition testing done.

REMEMBERING SARAH

Sarah Kate Lehmann moved in to her home 5 years ago. During this time many people at CLO were touched by Sarah infectious personality. She taught many of us important life lessons, how to be patient and she taught us her way to communicate. She knew what she wanted and would do it in her own time. During this time with CLO Sarah achieved many goals. She had moved into her own home, attended many social events such as going to Wiggles concerts and Moon Lantern festivals and she loved to attend CLO events. Sarah had a beautiful garden and made some great friends. Sarah will be remembered for her love of the Wiggles, Humphrey, Snow White and the Seven Dwarfs, Big Ted and KFC. Every time we think of meat pies and coke we will remember Sarah. Sarah will be dearly missed by all of us at CLO and we will continue to celebrate her life each and every day.





FROM OUR FLEURIEU REGION

ELYSE CALLAGHAN
ACTING REGIONAL MANAGER- FLEURIEU

The Fleurieu Region has had a challenging start to the new year with fires threatening our Kangaroo Island (KI) clients and staff. When the call was put out for extra assistance from CLO staff the response was overwhelming. We had several staff offer to relocate to KI to assist with leave cover while KI staff battled blazes close to their own homes and ensured their families and friends were safe. Clare Gillespie and Jayne Harrison were the first to respond when the call was put out. Clare assisted for two weeks while Jayne stayed on for four weeks in total to allow for much needed leave for our KI staff. We are incredibly grateful to them for their flexibility as well as the huge amount of donations from CLO staff, friends and family which were sent over with Sharon Partington and Mel Kubisa on the 17th of January.



Thank you to everyone who has made donations to the bushfire appeals both through CLO and otherwise, it is times like these that we must ensure we support our community as they would us.

On a positive note! The Fleurieu Region has been working with staff and clients to identify what makes group homes great in response to the articles being released by the Royal Commission. We have heard both from clients living in shared homes and those living in clusters in the Fleurieu Region. At this time we are collating the feedback which will inform site KPI's for the remainder of the financial year.



CULTURAL SURVEY AND PULSE CHECK

SARAH JOHNSTON
HUMAN RESOURCES MANAGER



Cultural Survey

CLO's 2019 Cultural Survey allowed Team CLO to have their say on how they feel we are doing as an organisation. It also assists by highlighting some areas that might need some more focus and attention, to enable us to improve the overall level of satisfaction for our staff, as a part of Team CLO.

Staff engagement is key in ensuring job satisfaction and allowing our staff to be heard. We had 127 employees respond to the survey, being 22.5% of the workforce. The results showed that 96.1% of respondents were in agreement that their personal values match CLO, which is a great result and an increase from the previous years' survey.

As CLO has experienced substantial growth and change over the past few years, department expansions and growth in the number of employees is evident. With this expansion, the importance of interpersonal relationships is paramount, which reflect well with an increase of 3.4% from the previous year, to 85.2% in respondents feeling valued and respected by their peers. We also saw a 12% increase in agreement that CLO has strong collaboration between departments.

Job Satisfaction is a key element in a person's overall wellbeing and happiness in their life, so it was wonderful to see that 92.2% of respondents feel a sense of pride in the work they do. Being engaged at work can contribute to ensuring you are actively working to better yourself and the organisation. We did see a 14.3% increase to 67.9% in agreement that CLO offers enough staff engagement activities. These results highlighted some key focus areas for CLO to consider for future planning.

Pulse Check

The results of the Cultural Survey indicated that as we had 22.5% of CLO Employees respond, how can we look at how we can address this? We put it out to our staff to provide some thoughts and ideas on how we can improve the engagement between CLO and our Teams. The staff engagement pulse check saw 15% of the workforce respond with 92 responses.

When asked if staff feel that CLO provides enough variety of activities be involved in, 42% were in agreement, however we had 34% who did not agree and 16% who were unsure. To look at this and address these concerns, we asked for some suggestions on ways our employees can be heard to ensure their voices count. Some of the suggestions that came back will assist us to review our current processes and look at how we can provide more opportunities for staff to have a say, whether it be by more short answer surveys, more accessible tools for survey participation or perhaps more opportunities for regional staff meetings so teams can collaborate and come together to share their ideas.

We received some great ideas for engagement activities so we will review these to look at how they can be incorporated to ensure that staff have more opportunities to be engaged with CLO. We do thank everyone who participated in this pulse check for staff engagement as it really does allow us to hear what our staff are wanting or needing to improve collaboration, engagement, job satisfaction and ultimately a happy and well-rounded Team CLO.