

# No Barriers

## *... Just Life*

### 2016 - 2018

### Strategic Plan



# Introduction

This strategic plan was created on February 27, 2016.

Contributing to the discussion and shaping the content were Humberto Pachecho - Board Chair; Sherry Baum - Executive Director; Shauna Spalding - Director of Finance and Assets; Barb Kirouac - Director of HR, Quality Assurance and Administration; Amy Woolfrey - Director of Community Programs and Lynda Menard-Penner, Director of Group Living.

As a core part of the process, the participants reviewed input from a survey that families, staff, management, Board members and host families completed beforehand. In total there were forty-eight responses, providing ideas for change related to services, staffing, facilities, management and support functions (office, HR, finance, IT), Board of Directors and partnerships. All ideas were considered. Being able to access that stakeholder input was critical to the final content.

Some strategic plans also address the organization's positioning statements, which include its vision, mission and values, and this is one of them. The participants created new versions of the vision and mission, and developed a set of values and management principles for the first time.

The planning day was facilitated by Tom Little of CMCS Consulting Services. In preparation, Tom developed the survey and consolidated the results. When the planning day had ended, he produced the first draft of the plan and forwarded it to the Board of Directors for further discussion.

Developing a strategic plan is the first step, implementing it is the second. The strategic, longer-term plan will be put into effect by a series of one year action plans, one each developed by the Board of Directors and the Management Team. Staff will provide input to the management implementation plan.

# Positioning Statements

Positioning statements are made up of the organization's vision, values or principles and tag line. They describe what the organization is trying to achieve, how it will go about meeting its goals and the ideas or concepts that guide the day-to-day work of the organization.

## Vision

A vision statement describes the future the organization is working towards for the people it supports. CLDSL's current mission statement is as follows:

*The vision of Community Living Dryden-Sioux Lookout is to see people live and participate in community and culture in a respectful, meaningful, and fulfilling manner.*

After discussion, the planning group agreed that in future, the organization's vision should be the same as its tag line:

**No Barriers...Just Life**

So the vision statement will read: **The vision of Community Living Dryden-Sioux Lookout is No Barriers...Just Life.**

Stated another way, what CLDSL envisions for the people it supports, is a world in which there are no barriers and people are able to live their lives as they choose.

## Mission

A mission statement describes what the organization will do to help achieve its vision. The current mission statement of CLDSL is:

*The mission of Community Living Dryden-Sioux Lookout is to help people belong and be respected by harnessing the goodwill of our diverse northwestern communities and by mobilizing community efforts to create innovative solutions through advocacy and collaboration.*

The planning group felt a shorter statement would serve the agency well in explaining what it does, so it chose three words:

### **Advocate. Mentor. Collaborate.**

The mission statement will therefore read: **The mission of Community Living Dryden-Sioux Lookout is to advocate, mentor and collaborate.**

## **Combined Vision and Mission**

The vision and mission can be combined in a number of ways to explain what CLDSL does and why - e.g.

**Our goal is that there are no barriers that prevent people from living as they choose. To achieve that goal we do three things: we advocate, we mentor and we collaborate.**

## **Value Statements**

Values describe what is important to the organization as it goes about its day-to-day work. The planning group developed the following list of values that define CLDSL:

### **CLDSL values:**

- **All Individuals**
- **Wellness**
- **Rights**
- **Belonging**
- **Communication**
- **Leadership at all levels: Everyone is an ambassador for the organization**
- **A person-directed focus that promotes strengths and gifts**
- **Community awareness**
- **Choice**

All actions of the organization should reflect these values.

## Management Principles

The management team also formalized a set of management principles:

### **Foster a positive work culture**

- **Ensure input from staff**
- **Communicate effectively**
- **Respect the diversity of communities**

### **Build organizational capacity**

- **Invest in staff**
- **Use core competencies**

### **Make professional and ethical conduct an organizational cornerstone**

### **Research and adopt best practices and emerging practices**

The management principles will guide the day-to-day work of the management team, in the same way that the values will guide the work of everyone within the organization.

# Strategic Directions

A strategic plan sets out a small number of key directions that the organization will pursue over several years. It doesn't describe everything that will be done over that period. Instead it tells you about a few areas the organization will focus on.

Each broad direction is accompanied by goals that will move the organization in that broad direction, along with key actions for achieving each goal.

Strategic plans contain enough concrete detail that the reader will know how the goals will be achieved. They also describe how the plan will be implemented.

After deliberation, the CLDSL planning group identified five strategic directions:

1. Increase Community Awareness, Engagement and Partnerships
2. Enhance CLDSL's Services
3. Engage and Nurture Staff
4. Enhance Management
5. Improve the Effectiveness of the Board of Directors

Each direction is intended to improve CLDSL in a key area of its operation. Goals and actions accompany each direction, to ensure the direction is achievable.

# Direction 1 - Increase Community Awareness, Engagement and Partnerships

*CLDSL wants to be well-known in the community and to engage the community in a mutually beneficial relationship. As a large employer in both Sioux Lookout and Dryden, its low profile reduces the engagement of the people it supports with the rest of the community. This direction is intended to bridge that gap, and emphasizes not only the increased involvement of people supported by CLDSL in community activities, but also the increased involvement of the community in activities sponsored by CLDSL.*

## **Goal: Enhance Community Awareness**

- Develop and implement a marketing program with the goal of increasing community-wide knowledge of who we are and what we do

## **Goal: Increase Community Engagement**

- Increase engagement with:
  - Key business organizations like the local Chambers of Commerce
  - Service clubs including Rotary
  - Non-profit organizations
  - Municipal, provincial and federal politicians
- Identify community activities and events that CLDSL could become involved in and contribute to
- Identify CLDSL activities and events that the community could become involved in

## **Goal: Increase CLDSL's cultural engagement with First Nations communities**

- Continue to identify and act on opportunities for collaboration with Friendship Centres and other First Nations organizations such as the First Nations Health Authority, including those related to employment and health
  - In addition to the individual Executive Directors and other employees, engage the Board of Directors as appropriate in this initiative

## **Goal: Establish a closer working relationship with the Dryden Volunteer Centre**

- Explore the range of options and act on them as appropriate
- Engage the DVC Board of Directors as needed
- Seek funding as appropriate to finance the study of the alternatives for working more closely together (e.g. MCSS modernization funds)

## **Goal: Maintain and expand on training partnerships**

- Add to the training capacity of the organization by partnering with other organizations - e.g. Crisis Prevention Intervention training partnerships (Consortium)

## Direction 2 - Enhance CLDSL's Services

*CLDSL offers a wide range of services. Its commitment is to make them even better. This direction speaks to actions that will add to or change the organization's services. The intent is to benefit the people the organization supports.*

### **Goal: Develop innovative housing options**

- Address the need for more host families and for more housing, including appropriate housing for Supported Independent Living in Sioux Lookout, by applying for new funding through the Ministry of Community and Social Services

### **Goal: Increase host family remuneration**

- Advocate for more money for host families by lobbying with the Ministry of Community and Social Services, funder of this service, for reallocations in funding
- This will be a responsibility of the Executive Director and the Board of Directors

### **Goal: Continue to address the needs of children with Fetal Alcohol Syndrome Disorder (FASD)**

- Continue to participate in the development and implementation of a children's mental health strategy for the region
- Continue involvement with FASD One (FASD Ontario Provincial Network of Expertise)
- Advocate for more services for children with FASD who are aged 7 to 17

### **Goal: Enhance Group Living Residential**

- Address the issue of people with high/complicated needs being referred by Developmental Services Ontario (DSO) to fill residential vacancies and the resulting impact on compatibility with people living in the homes and to seek options to provide more individualized support.
- Continue to pursue a policy of downsizing larger group homes while recognizing that some people we support want to live with others in a home environment.
- Address the issue of aging SIL clients who are struggling while living in their own apartments and who want to remain with the organization rather than moving to long term care, by continuing to reflect client pressures in budgets to Ministry
- Utilize the flexibility allowed by MCSS regarding which services people receive, by facilitating the move of people from service to service as appropriate to their changing needs
- Add supervisory positions to enhance the provision of residential services as resources allow
- Provide mentoring support to supervisors to enhance their effectiveness

### **Goal: Increase Supported Independent Living housing options**



- Pursue partnerships with landlords or builders to construct housing for people served by the SIL program
- Address issues related to possible damage and related costs
- Engage the Board of Directors as needed related to financial commitments that exceed the authority of the Executive Director to incur on behalf of the organization

**Goal: Increase the number of community activities that people are involved in**

- Create and utilize a menu of activities that is accompanied by an associated cost schedule
- Improve Person Directed Plans and ensure their utilization
  - Focus on the strengths and interest of people we support and matching that to staff and to the community
- Take action to ensure that the concept of community participation supports includes rebranding of community activities to include evening and weekend activities

**Goal: Adjust work options in response to MCSS's announcement that it will close sheltered workshop programs**

- Develop and implement a plan to move away from sheltered work options
- Utilize information provided to date in MCSS communications - i.e.
- Everyone must be paid minimum wage for hours worked
- If the entire job is completed within the organization's building, it is sheltered work and therefore will not be allowable going forward unless we are the true employer for services we require.
- Identify and implement ways to eliminate the use of certain terms within the community that include "workshop", "ARC" and "ARC Industries"

**Goal: Increase employment outcomes**

- Create an Employment Navigator position(s) to obtain jobs and maintain contact with employers, promote client employment and ensure barriers to employment are identified and overcome.
- Include the creation of volunteer positions in the Navigator's job description
- Ensure the position is filled by a candidate who is a dynamic communicator, energetic, thoughtful and a champion of client employees and volunteers
- Focus on the business case for hiring people with disabilities
- Access third party expertise as needed (e.g. the Centre for Excellence in Employment for People With Disabilities)

**Goal: Address associative issues related to flexibility and inclusion:**

- Flexibility - Explore how the organization can serve people who are reluctant to access the organization's services and implement strategies as appropriate

- Inclusion versus peer interaction - Grapple with the need to reconcile these two competing ideas and the role of CLDSL's day activity locations as hubs where people come to meet their friends and go out to access community activities.

## Direction 3 - Engage and Nurture Staff

*CLDSL's number one asset is its staff. The organization is committed to doing as much as it can to support and nurture them, and to be attentive not just to their wellbeing on the job but in their personal lives too. This direction is intended to involve staff in decision-making and to further develop their work skills.*

### **Goal: Engage staff in operationalizing the strategic plan**

- Develop and implement a plan for involving staff in planning the operationalizing of the strategic plan
- Develop and implement a plan to update staff on progress in achieving the various goals set out in the strategic plan

### **Goal: Invest in staff development**

- Provide training in key aspects of staff jobs
  - Meyers Briggs personality inventory
  - Emotional Intelligence
  - Trauma
  - Wellbeing
- Promote and support completion of
  - The Developmental Service Worker Apprenticeship program including by providing mentors for staff pursuing this qualification
  - The Dual Diagnosis Course offered online through the North Community Network of Specialized Care

# Direction 4 - Enhance Management

*The Management Team has the responsibility for planning and implementing initiatives that will move the organization forward, while continuing with its day to day work. This direction to enhance management identifies a number of areas which CLDSL will address to make it better able to achieve the goal of No Barriers...Just Life.*

## **Goal: Enhance service quality by adopting standards of performance**

- Develop and implement a plan to adopt and utilize the CARF standards
- Report how we are doing as an organization in meeting them

## **Goal: Enhance the work of the organization by improving its use of technology**

- Fully implement the NucleusLabs electronic client record system
  - Utilize its quantified and qualified performance framework to track client goals and results, and use the information to enhance service delivery as appropriate
- Complete the process for providing all staff with an email address and access to a computer terminal for utilizing software including the electronic client record system
- Complete implementation of the ComVida employee management software system
  - Increase staff awareness and effective use of CLDSL's information technology, including by creating "How-to's" and "Frequently Asked Questions" and identifying and utilizing peer mentors
- Complete the upgrading of CLDSL's servers and its website, including its intranet system

## **Goal: Enhance the work culture of the organization**

- Focus continuous attention on CLDSL's work culture by addressing and acting on the following questions
  - What is our current culture?
  - What do we want our culture to be?
  - How do we get from here to there?
- Utilize culture awareness coaching and mentoring to assist in improving the work culture
- Provide conflict resolution training for staff in addressing issues that involve other staff
- Introduce an exit interviewing system to obtain input from staff who are leaving the organization on their reasons and on what the organization does well and could improve
- Improve communication and messaging across the organization

- Begin regular publishing of a staff newsletter and use the website and staff emails to that addresses a range of subjects of interest to staff (e.g. Wellness, Health and Safety, NucleusLabs, Website, ComVida etc.)
- Increase management's knowledge of how to construct and deliver communications so they are clear and helpful to the recipients

**Goal: Continue to operationalize the newly-created program manager positions**

- Continue to monitor the division of duties between program managers and other management and staff positions and adjust them as needed to optimize the contribution of each
- Take action as needed to ensure all parties understand their relative roles and can obtain clarification as required
- Ensure key elements of the program manager position include
  - Daily coaching and mentoring
  - Use of core competencies
- Ensure program managers are involved with initiatives such as the Attendance Management Program and Return to Work

**Goal: Improve the organization's capacity to manage change**

- Identify and implement actions that build CLDSL's capacity to manage change, including providing training conducted by AI Condeluci to be held in June 2016

**Goal: Enhance CLDSL's facilities**

- Organize an annual cleanup of all buildings and grounds
  - Engage everyone connected to the organization including people supported, staff, management, Board of Directors and families.
  - Assign tasks to all parties
- Introduce an electronic ticket system for identifying and addressing maintenance and repair needs
- Create a maintenance and repair checklist and ensure it is utilized at least yearly at each program location

**Goal: Clarify CLDSL's terminology and ensure consistency in usage**

- Review CLDSL's use of key words and phrases, especially those that refer to the people served, and change them as needed

- Options for describing CLDSL's constituency include client, consumer, individual, individual we support, individual supported, person and person supported, people and people supported
- Ensure those who are served by CLDSL are central in providing input to this issue

# Direction 5 - Improve the Effectiveness of the Board of Directors

*Being a Board member is rewarding and challenging at the same time. The best strategic plans include actions Boards of Directors can take to fulfill their duties more effectively and that will help move the organization forward. Below are actions the CLDSL Board will take to realize that goal.*

**Goal: Increase the size of the Board and the commitment of Board members to fulfilling the range of duties required of them**

- Recruit additional members for the Board
- Use a range of options including newspaper ads, website, social media and word of mouth to invite applications
- Accurately detail the responsibilities and time commitment required so new members have a clear understanding of the demands of the position

**Goal: Increase the amount of training completed by Board members**

- Require that all new Board members receive training in the basics of being a Board member
- Encourage CLDSL Board members to participate in training such as the OASIS webinars, and acknowledge those members who do so

**Goal: Ensure there is a clear understanding of the Board role throughout the organization**

- Identify and implement actions that ensure staff, management and Board members are clear on the relative roles of each within the organization, and in particular that the Board is responsible for governance, not operations
  - Governance means providing leadership, exercising oversight of the work of the Executive Director and managing the work of the Board
  - Staff are responsible for their job performance through the management team to the Executive Director, and the Executive Director is responsible to the Board

**Goal: Enhance information flow to Board members**

- Develop a Board portal on the CLDSL website that provides:
  - Communications for the Board
  - A Board calendar

- Materials, including agendas and related background information for Board meetings

**Goal: Enhance the work of the Board by developing its own annual work plan**

- In the annual work plan, include actions needed to implement the Board's part of the strategic plan
- Ensure the annual work plan describes what will be done, who will do it and when it will be completed
- Consider creating a Board calendar for all the actions the Board needs to undertake over the year

**Goal: Increase the Board's profile and contact with staff and people supported**

- Increase the Board's attendance at events sponsored by or involving CLDSL - e.g. Christmas parties
- Create the expectation that Board members will attend and contribute as requested
- Provide Board members with a Calendar of Events well in advance
- Assign Board members a job at the events
- As a Board, sponsor one or more events e.g. a staff/client breakfast that brings the Board in contact with staff and clients and gives them the opportunity to interact

**Goal: Engage in information-gathering and advocacy beyond the organization**

- Contribute to the work of provincial organizations such as OASIS and Community Ontario related to
  - Advocating for children turning age 18
  - Advocating with the Ministry of Community and Social Services for increased pay for host families
- Attend annual conferences such as the one sponsored by OASIS

**Goal: Take the next steps in transitioning the corporation to either the federal or provincial not-for-profit corporations act**

- Research the pros and cons of transitioning to either act
- Decide on how to proceed

**Goal: Engage in fundraising**

- Organize one or more fundraising initiatives



- Ensure they meet the goal of providing more exposure for CLDSL within the broader community in a way that positively influences public perception and makes jobs like recruiting Board members easier
- Identify other ways in which the Board could give back to the community such as being involved in community events

# Implementation

The strategic plan will be implemented using a series of one year plans. The Board of Directors will have its year plan, and the Management Team will have a second one that applies to operations.

New year plans will be created each year and progress evaluated each year. The intent is to complete the plan in three years, but it could be extended as needed if the Board chooses.