



Don't Just
Dream....
Do!
Strategic
Plan
2019 to 2022

Advocate

Mentor

Collaborate

No Barriers

Just Life

Executive Summary

Its stakeholders believe that Community Living Dryden-Sioux Lookout is an exceptional organization, with ninety-five percent rating it as very good or good.

Reasons for that rating include the many accomplishments of the organizations in recent years, that include:

- Introducing person-centred thinking throughout the organization;
- Ensuring everyone served by CLDSL receives Passport funding and mobilizing in a new way to support people in the best use of Passport funds;
- Strengthening the self-advocacy by people supported by CLDSL;
- Providing more intentional and strategic staff training;
- Increasing the emphasis on service quality;

The strategic plan for the next three years will focus on further enhancing the following:

- Philosophy and values
- Services
- Management and administrative functions
- Board of Directors

At the end of the three years, CLDSL will have changed in many ways:

- It will have an expanded number of values that guide the work of CLDSL;
- It will have added new technology that increases the independence of people supported;
- It will deploy enhanced business practices, including through the use of new accounting and HR/payroll software;
- People supported by CLDSL will be more involved when service changes are being considered;
- Staff will be more engaged in the strategic plan implementation;
- CLDSL's services are accredited;
- A rights committee is in place;
- Shortages of staff to fill shifts will have been reduced;
- There will be fewer incidences of staffing shortages;
- First Nations cultural issues will be better facilitated; and
- The Board will be better informed and more resilient

Implementation of the plan will proceed in the same way as the last one, but with a quicker start and with more involvement of staff. The Board will embrace the opportunity to undertake the actions in the plan that fall to it and will monitor management's progress on its part of the plan by receiving regular reports from management. The Board and management will report yearly to CLDSL stakeholders on progress in implementing all aspects of the plan.

Introduction

This strategic plan is built on the ideas of the people connected to Community Living Dryden-Sioux Lookout; individuals supported by the organization, their families, employees, members of the Board of Directors and community partners. Some contributors to the plan provided their input by completing a survey, while others participated in focus groups.

A summary of that input was provided to members of the Board of Directors and senior management team. They met on Saturday March 30, 2019 to decide on the organization's key priorities for the coming years. Contributing to the discussion were Board members Humberto Pacheco and Ben McNabb, along with Sherry Baum, Lynda Menard-Penner, Barb Kirouac and Shauna Spalding from the management team.

Assistance was provided by Tom Little of CMCS Consulting Services, who conducted the survey and the focus groups and consolidated the input for the use of the planning group. After facilitating the planning day, Tom prepared a draft of the plan for review and change as needed.

Included in the input were ratings for the various aspects of CLDSL. Those ratings indicated that in the opinion of its stakeholders, the organization has been very successful in making its vision a reality, in fulfilling its mission and in living its values. Almost every survey respondent rated CLDSL's services as good or very good. Staff, facilities, management and administration and the Board of Directors were also well viewed. Ninety-five percent of survey respondents felt the organization was good or very good.

Many accomplishments over the past few years were identified by those participating in the survey and in the focus groups. They included:

- Introducing person-centred thinking throughout the organization;
- Growing the employment program and eliminating non-paid work;
- Ensuring everyone served by CLDSL receives Passport funding and mobilizing in a new way to support people in the best use of Passport funds;
- Strengthening the self-advocacy by people supported by CLDSL;
- Providing more intentional and strategic staff training;
- Enhancing labour relations;
- Increasing the emphasis on service quality;
- Improving management capacity; and
- Continued effective Board governance.

Most reassuring to the management team was the observation that staff are now promoting CLDSL as a great employer.

Strategic Priorities

Community Living Dryden-Sioux Lookout's stakeholders identified the following areas as meriting special attention in the coming years:

- Philosophy and Values
- Services
- Management and Administration
- Board of Directors

The plan below sets out actions for enhancing the work of CLDSL in each of these areas.

Priority 1: Philosophy and Values

Continue to use and refine CLDSL's philosophy and approach to services. Add to its value statements and ensure they guide the organization's day-to-day work.

Actions & Key Steps

Action 1.1 - Continue with CLDSL's person-centred philosophy of services and utilizing the "just enough support" approach.

- Identify and implement new ways to use technology to increase the independence of people supported;
- Continue to develop the supported independence tool with Community Living Ontario;
- Address the desire of people supported to receive more notice of changes and to be more involved in change – e.g. changes in the Direct Support Professional who supports them and at the Hub; and
- Provide more notice to people supported when their regular staff person can't be there and ensure their replacements identify themselves if sending a text about the change,

Action 1.2 - Review CLDSL's values and adjust them as needed.

- Engage staff in discussion about the current values and the enhance the operational values for staff; and
- Add explanatory paragraphs for each value to provide additional context and guidance.

At present, CLDSL values:

- All Individuals;
- Wellness;
- Rights;
- Belonging;
- Communication;
- Leadership at All Levels;
- Everyone is an Ambassador for the Organization;
- A Person-Centred Focus that Promotes Strengths & Gifts;
- Community Awareness; and
- Choice.

Ideas for changing and adding to CLDSL's values include:

- All Individuals - Change to "All People Matter and Deserve Respect";
- Rights - Change to "Rights and Dignity";
- Community Awareness - Change to "Normal Community Living and Learning";
- Choice - Change to "Choice/Self-determination";
- Add – Inclusion;
- Add - Cultural Safety (specific to indigenous cultural values);
- Place more of an emphasis on Responsibility that comes with Choice; and
- Add – Building Stronger Relationships in the Community.

Action 1.3 – Starting with hiring and training, develop and implement a strategy for ensuring that the values are known, understood and used in the organization's day-to-day work.

NOTE: Values clarification Update included in the following pages – November 2021 version

Why do we do what we do? PEOPLE, COMMUNITY, QUALITY

Our values are our WHY? The activities we aspire to do under each of those areas are works in progress.

CORE VALUES
CLDSL Values and Aspirations
Know your Why before you Figure out How

PEOPLE

Rights and Dignity – Why?

Universal value for all people

- ❖ We believe that all people have value and deserve respect
- ❖ We subscribe to a Code of Conduct and Professionalism
- ❖ We Encourage self-determination*
- ❖ We Promote responsibility and informed choice
- ❖ We Nurture autonomy and empowerment in the people we support
- ❖ We Develop Just Enough Supports models of support*
- ❖ We support Supported Decision Making*
- ❖ We advocate for these inherent rights
- ❖ We value self determination

Leadership at All Levels – Why?

We all have something to contribute.

- ❖ Communication and transparency at all levels is our goal
- ❖ Mentorship* is used at all levels
- ❖ Everyone is an Ambassador*

Wellness – Why?

People are not just Surviving, but thriving.

- ❖ Psychological, Emotional, Environmental Health and Safety*
- ❖ Workplace/Life balance is our goal
- ❖ Trauma informed
- ❖ We use harm reduction* models

Person-Directed Focus that Promotes Strengths & Gifts – Why?

People want to control their own lives

- ❖ We use Person-Centered Approaches*
- ❖ We believe everyone has a Core-Gift*
- ❖ We use Personal Outcome Measures*

COMMUNITY

Community First Approach – Why?

People live in the community

- ❖ We believe in Community Living and Learning
- ❖ People use community services
- ❖ We use Asset Based Community Development*
- ❖ We Promote building stronger relationships in the community
- ❖ We collaborate* with others to improve our communities through community development

Inclusion – Why?

People want to belong

- ❖ Diversity*, Equity* and Inclusion*
- ❖ Bringing your whole self to work
- ❖ Social Role Valorization/Authentic Valued roles*
- ❖ We build Social Capital*

QUALITY

Quality Assurance – Why?

We have accountability to the people we support

- ❖ Seeking Accreditation with CARF*
- ❖ Quality of Service* and continuous improvement
- ❖ Performance Outcomes*

Employer of Choice – Why?

Empowered, community minded staff are our best resource.

- ❖ Professional and personal development
- ❖ Learning Organization*
- ❖ Extensive Onboarding
- ❖ Staff engagement surveys
- ❖ Collaborative performance management*
- ❖ Developmental Services Core Competencies*
- ❖ Growth Mindset*

Why do we do what we do? PEOPLE, COMMUNITY, QUALITY

GLOSSARY

Advocate:

To support a person or a cause through a variety of means including supporting personal rights and freedoms. This can be personal, local or on a larger systemic scale.

Ambassador:

We do this work because we believe in something. An ambassador stands for our Vision of our agency which is No Barriers – Just Life. An ambassador promotes our Mission to Advocate, Mentor and Collaborate. We are all ambassadors at all levels.

Asset Based Community Development

"ABCD's emphasis on strengths, connections, citizen leadership and its recognition that individual gifts become powerful when they are connected together echoes deeply with our own practice and approach to community change. In our experience, communities that collaborate are more successful at addressing complex issues like poverty, equity, community safety and community well-being because they are able to harness the talents, knowledge and strengths of diverse perspectives." ABCD Canada

<http://www.deepeningcommunity.org/abcd-canada-home>

CARF - About CARF

CARF is an independent, non-profit organization focused on advancing the quality of services you use to meet your needs for the best possible outcomes. CARF provides accreditation services worldwide at the request of health and human service providers. Whether you are seeking rehabilitation for a disability, treatment for addiction and substance abuse, home and community services, retirement living, or other health and human services, you can have confidence in your choice. Providers that meet our standards have demonstrated their commitment to being among the best available. <http://www.carf.org/home/>

Collaboration:

To work together with others on a shared cause.

Collaborative Performance Management

Our goal is to help people do their best work every day. Although we do coaching we feel the best way to do that is to help staff set their own goals for their own personal development. We will help them reach those goals with resources and encouragement.

Core competencies

The Developmental Services Human Resource Strategy (DSHRS) is a partnership between the Provincial Network on Developmental Services (PNDS) and the Ministry of Community and Social Services (MCSS). The overall and specific objective of this partnership and the DSHRS is to improve and maintain the quality of human resources in the development services sector and to support a provincial system of accessible, fair and sustainable community-based supports.

<http://www.ontariodevelopmentalservices.ca/>

Core-Gift

"Your Core Gift is a unique offering that you have to share with others. It is connected to and strengthened by your life experiences— particularly your challenges. Knowing your Core Gift means you can better share it with others, provides focus to your sense of purpose and well-being, and guides your decision-making on your path forward. It develops throughout your lifetime, touches all parts of your life, and becomes more impactful each time you face new challenges or give your Core Gift in service to others."

<https://www.coregift.org/>

Diversity

Diversity is about empowering people by respecting and appreciating what makes them different, in terms of age, gender, ethnicity, religion, disability/ability, sexual orientation, education, and national origin.

Diversity allows for the exploration of these differences in a safe, positive, and nurturing environment.

‘Diversity is having a seat at the table; inclusion is having a voice, and belonging is having that voice heard.’

Equity

Equity is the process to ensure that processes and programs are impartial, fair and provide equal possible outcomes for everyone.

Growth Mindset

People who believe their talents can be developed (through hard work, good strategies, and input from others) have a growth mindset. People who have this mindset naturally feel more empowered and committed.

<https://fs.blog/2015/03/carol-dweck-mindset/>

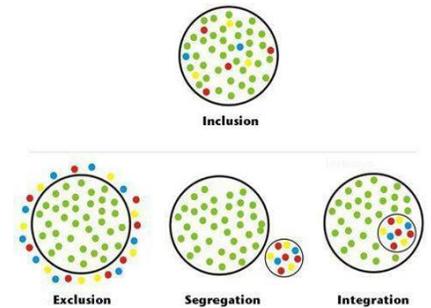
“The passion for stretching yourself and sticking to it, even (or especially) when it’s not going well, is the hallmark of the growth mindset. This is the mindset that allows people to thrive during some of the most challenging times in their lives.”

Harm reduction

Harm Reduction is an evidence-based, client-centred approach that seeks to reduce the health and social harms associated with addiction and substance use, without necessarily requiring people who use substances from abstaining or stopping. *CMHA Ontario*

Inclusion

A picture speaks a thousand words. Inclusion means to be welcomed and included in the community as you are.



Just Enough Supports model of Support

The Just Enough Supports Model is a proactive approach that takes the opportunity to make a concerted effort around developing alternatives to paid support, which promotes better choice and control for people. Natural networks, community based supports, and technology are explored with staff assisting in helping someone maintain more independence. This is a framework developed by Helen Sanderson Associates and articulated well in a video series by Live, Work Play. <https://liveworkplay.ca/our-impact/>

Learning Organization

A learning organization is a group of people working together collectively to enhance their capacities to create results they really care about.

Mentor

To come along side others to build them up to build their competence, resiliency and confidence and lead by example.

Performance Outcomes

In a continuous improvement environment we want to always be working on performance goals in our programs in order to improve our services and supports to the people we support and our staff.

Personal Outcomes Management System

We help people we support form their own

- Health and Wellness
- Community Presence and Participation
- Independence, Choice and
- Relationships
- Learning

Person-Centered Approaches

Person-centred practices are used with people, teams and organisations. By working in this way, we can make sure that people are truly listened to and are kept at the heart of all decision-making; how a service is commissioned, provided and organised.

Person-centred practices are used in teams and organisations to ensure that we focus on what matters to the people we support and their families, and pay attention to how to support staff as well.

<http://helensandersonassociates.co.uk/ca/>

Quality of service

We have two “customers” that our agency serves. They are the people we support and our staff. We want both of their experiences to be marked by excellence and satisfaction.

Social Capital

Studies show that people who have important relationships in their lives are healthier, happier, safer, advance more quickly, and achieve more in life. They also show that vulnerable people, including people with developmental disabilities, have less social capital. Social capital refers to the connections and relationships that develop around community and the value these relationships hold for the members.

<http://www.alcondeluci.com/about>

Self-determination

Self-determination means that people with disabilities have authority over how their lives will be lived, where and with whom.

Social Role Valorization

A basic tenet of role-valorizing efforts is the notion that the good things any society has to offer are more easily accessible to people who have valued social roles. Conversely, people who have devalued social roles, or very few or marginally valued ones, have a much harder time obtaining the good things of life available to those with valued social status. Therefore valued social roles and the positive status that typically attends them are a key to obtaining the benefits inherent in any given culture.

<https://socialrolevalorization.com/srv-theory/>

Supported Decision Making

This is a framework that answers the question: What types of supports are required for the person to exercise his or her legal capacity? Also, how does a person communicate their will and preference and how can we support that? We are involved in a pilot project with Community Living Ontario on Supported Decision Making as an alternative to guardianship.

“IRIS is undertaking research for this initiative on current challenges in implementing supports for decision making in the current legal and policy context in Canada...”

<https://irisinstitute.ca/>

Trauma informed

Trauma-informed care shifts the focus from “*What’s wrong with you?*” to “*What happened to you?*” It focuses on the experiences a person has had that have contributed to their present state including for example intergenerational trauma, adverse childhood experiences and workplace trauma.

Priority 2: Services

Make CLDSL's services even better utilizing a continuous improvement framework

Many ideas were identified for improving the services offered by Community Living Dryden-Sioux Lookout.

Actions & Key Steps

Action 2.1 – Address issues related to quality assurance.

- Complete the process required for meeting the standards and achieving accreditation through CARF;
- Ensure work continues on person-centred thinking by the Person-Centred Thinking committee; and
- Establish a Rights Committee.

Action 2.2 – Undertake initiatives that will enhance specific services.

Housing

- Continue CLDSL's efforts to reduce the size of 24-hour support homes;
- Identify and introduce additional enhancements to 24-hour support environments; and
- Explore innovative housing options that have been introduced in other parts of Ontario and Canada, then identify and take action on ideas that fit with CLDSL's needs and capacity. **Update:** The CLDSL board is exploring opportunities to get involved in developing and providing affordable housing for the people we support.

Hubs – Community Participation

- **IMPORTANT UPDATE:** With the closing of the Hubs space during Covid-19 Pandemic we were able to consider how to support people in an individualized way with out the need for a building. The former community Inclusion Hubs have imalgimated with Recreation programs for one Community participation services that is individualized in approach and not congregant in nature. This utilizes MCCSS dollars and Passport dollars for people to choose what they want to do.
- Enhance the understanding of individuals, families and staff of the new role of the Hubs and their way of operating by communicating CLDSL's philosophy and vision to all stakeholders:
 - i.e. The Hub is more than just a building: it includes recreation positions and facilitating the use of Passport funding;

- Review the description of the Hub including on CLDSL’s website, in its literature, on social media and in the literature of other community organization, to ensure it adequately reflects what the service has become;
- Increase the engagement of people supported in community activities and add activities at the Hub;
- Create and share a calendar of activities in advance so people supported can plan their involvement;
- Consider texting people supported with information and reminders about upcoming activities; and
- Change all new host family contracts to reflect the Hub’s new way of operating.

Employment

- Build community capacity for employment opportunities – e.g. by connecting with prospective employers;
- Continue to partner with stakeholders re high school student employment; and
- Connect the Dryden and Sioux Lookout employment offices.

Fee for Service

- Continue to improve CLDSL’s intake processes.

Clinical Video

- Continue to work with Surrey Place staff on roles and responsibilities of direct service professionals, management and clinicians:
 - Market CLDSL’s philosophy and build bridges; and
- Support the efforts of Surrey Place to market its services regionally.

Ojibway Park

- Develop a business plan for purchasing a trailer to be placed in the park that could be rented including to people supported by CLDSL using Passport funding;
- Address the requirements of the partnership with Ontario Parks each year and determine if CLDSL will continue its involvement:
 - Include qualifications/training of staff re water testing and whether MNR will continue to pay for training, improvements; and
- Consider implementing monthly activities like canoeing, hiking, trail rides and outdoor sports
- **UPDATE – Due to the disruptions and requirements for staff during the COVID-19 pandemic the board decided upon the recommendation of the ED to not renew the partnership agreement. This was a difficult decision but we are in different times with different pressures. Any help and assistance for success of future OJP partners is offered.**

Action 2.3 - Strategize and take action on ways to improve transportation for people supported.

Priority 3: Management and Administration

Further enhance the work of the management and administration to support people supported and staff

Actions & Key Steps

Action 3.1 – Take advantage of ideas put forward for enhancing CLDSL’s administrative functions.

General

- Continue efforts to improve CLDSL’s business processes.

Human Resources

- Continue to address staffing shortages;
- Continue to enhance staff engagement including in the strategic plan implementation;
- Ask staff what they want in their work environment and create a baseline;
- Address First Nations cultural issues:
 - Work at creating a staff position for spearheading this work; and
 - Address Truth and Reconciliation issues related to intergenerational trauma.
- Address the issue of people supported wanting to choose their support staff;
- Incorporate the concept of hiring for values and training for values in CLDSL’s HR practices.
- Establish a Diversity, Equity and Inclusion committee. (new 2020)

Information Technology

- Introduce new accounting and HR/payroll software;
- Enhance process policies, including:
 - Technology replacement procedures; and
 - Technology request procedures.

Property

- Analyze the existing use of all CLDSL facilities and develop a plan for optimizing their usage; and
- Address facility issues related to:
 - More room in Sioux Lookout for activities;
 - More parking in Dryden;
 - More bathrooms;
 - Lunch room used only for that purpose.

Action 3.2 – Continue to enhance CLDSL’s management performance

- Immediately develop an implementation plan for the new strategic plan and reporting on progress:
 - Include engaging direct support professionals in the implementation of the plan;
- Continue to focus on explaining CLDSL’s philosophy and on communicating everyone’s roles and responsibilities;
- Ask for caregiver input to planning, including for future strategic plans;
- Do more team-building;
- Increase the presence of senior management in social situations with Direct Support Professionals and people supported;
- Consider town halls the anyone can attend;
- Enhance CLDSL’s change management practices, including by using the Hub experience.
- Continue to inform community partners of CLDSL’s philosophy of service; and
- Commit to actively supporting the Community Safety and Well Being Plan e.g. re cultural responsiveness.
- **Update: Staff wellness communication strategy (2021):** This initiative is to be involved in Provincial HR wellness initiatives as well as develop initiatives of our own and to communicate well what is available to staff. The pandemic and the increasing difficulty of some of our work has highlighted the need for enhanced wellness programs and training.

Priority 4: Board of Directors

Further enhance the effectiveness of the Board of Directors

The best strategic plans contain actions related to both operations, as outline above, and governance.

Actions & Key Steps

Action 4.1 – Enhance the information flow to the Board of Directors:

- Create a Board portal on the CLDSL website.
- Send information earlier for Board meetings.

Action 4.2 - Develop and implement a yearly Board work plan

- Organize actions under the three functions of all non-profit Boards: Leadership, Oversight and Managing Itself.

Action 4.3 - Increase the size and resilience of the Board through improved board recruitment.

- Sell the personal benefits that Board members realize as a result of their participation.

Action 4.4 – Across Ontario, promote the pioneering work of CLDSL:

- Including through presentations in partnership with the management team on how CLDSL has created an environment of safety and trust.

Implementation

Community Living Dryden-Sioux Lookout has experience in completing the actions contained in a strategic plan. For its new plan, CLDSL is committed to moving forward quickly with its various action areas.

It will do so in part by creating an implementation strategy that includes an explanation of how it will be responsible for each action and when that action will be completed.

The management team will look to engage the rest of the staff group in the various initiatives and both the management team and the Board of Directors will report yearly on progress to CLDSL's other stakeholders.

Community Living Dryden-Sioux Lookout in 2022.

When the plan has been completed in 2022, Community Living Dryden-Sioux Lookout will have changed in many ways. Its key features three years from now will include:

Values

An expanded number of values that guide the work of CLDSL.

Philosophy

The continued and enhanced use of the person-centred thinking and of “just enough support”.

Technology

New technology that increases the independence of people supported.

Enhanced business practices including through the use of new accounting and HR/payroll software.

Engagement

More involvement of people supported when service changes are being considered.

More engagement of staff including in the strategic plan implementation.

Quality

Services are accredited.

A rights committee is in place.

Services are even better and new ones have been added.

Reduced incidences of staffing shortages.

Improved addressing of First Nations cultural issues.

Facilities

Optimized use of CLDSL’s facilities.

Management

Improved management performance in the areas of implementing change and employee engagement.

Governance

A better informed and more resilient Board of Directors.