



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.

Priority 2: Services

Make CLDSL's services even better

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.

Hubs

- 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

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

Priority 3: Management and Administration

Further improve the work of the management and administrative group

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.

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.

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.