

Living a Good Life



Strategic Plan 2015 to 2020



Background

This plan reflects the input and ideas of representatives of all the stakeholders directly connected to Community Living Durham North - the people it supports, their families, staff, management and the Board of Directors.

It began when a joint planning group met for two full days in April 2015 to create a first draft of the plan. The group included Board members Colin Kemp, Terry Coyne, Clare Suggitt and Michele Coleman. Management team members were Glenn Taylor, Cathy Parker, Deb Ryan, Leeanna Cliff, Christine Robinson, Olga Wielgosz, Terri-Lynn Fisher, Joe Crooks, Tracy McGarry and Christie MacDermid.

The planning group identified a range of issues that its members felt were important and that affected the strategic directions:

- ❖ Families, both those receiving services and those wanting them, would benefit from knowing more about Community Living Durham North's services and the environment it operates in.
- ❖ Strategies are needed that continue to build a committed, engaged staff group that is motivated and inspired to contribute to the organization's vision of services.
- ❖ Community Living Durham North should be the gateway to innovative, flexible services and supports.
- ❖ Increased recognition of the Community Living Durham North "brand" is important - i.e. the broader community knows what Community Living Durham North does and this knowledge leads to the community being more engaged with the organization and the people it serves.
- ❖ While much of the focus of the strategic plan is on doing things that are new and different, Community Living Durham North needs to ensure that people engaged in traditional, core services continue to receive quality support.

The first draft of the plan, developed by a joint Board/Management task force, was shared with a representative group of thirty-seven stakeholders. They attended a full-day working session on May 12th to share their feedback and further shape the plan's contents. Participants included direct service staff from various parts of the agency, management, board members, parents of people receiving support and self-advocates.

The critique provided by this larger group did not generate a finished product but did produce a revised draft including some either/or options which then went back to the original focus group for a final determination. The plan was then ratified by the Board of Directors. As in 2011, the entire process was facilitated by Tom Little and Nancy Mouldsdales of CMCS Consulting Services.



Vision, mission and guiding principles

The strategic plan is designed to support and advance Community Living Durham North's vision and mission. It will be implemented using the organization's guiding principles.

Our Vision

A community where everyone is valued.

Our Mission

To offer quality services and supports built on choice and advocacy, while fostering the community's capacity to value all members.

Our Guiding Principles

1. We are enriched by embracing the uniqueness of each person and their contribution.
2. Everyone is heard. Services reflect what is important to, and important for, each person.
3. Growth and development occur best in safe, respectful and supportive environments.
4. We are accountable to the people we support, their families and the partners with whom we collaborate.
5. Employees, volunteers and the community are vital to our success and future.



Living a Good Life

This theme runs through the strategic plan and helped to shape its contents.

Commentary

The planning group felt it was important to establish a theme for the plan. That theme would drive decision-making about actions to be taken over the next five years and would motivate everyone connected to Community Living Durham North.

After discussion, the group agreed that what it really wanted to see happen was people living a good life.

By people, the group meant those already supported by Community Living Durham North and their families, as well as families who would come to CLDN over the next five years seeking assistance for a family member and themselves.

It was the hope of those who developed the plan that everyone connected to CLDN would get behind the theme and identify ways to make it happen; ways to ensure that people are supported to pursue their goals and dreams with all of the benefits, rewards, accomplishments, setbacks and struggles that each of us experience.





Strategic Directions

The plan contains three overriding directions, one related to services, one related to staff and one to families and the larger community.

Direction 1 **Be an innovator: Offer creative, high-quality services and supports.**

Direction 2 **Staff are valued: Continue to promote growth through mentorship and recognition.**

Direction 3 **Promote community awareness and knowledgeable families.**



Strategic Direction 1

Be an innovator: Offer creative, high-quality services and support

Community Living Durham North will continue to be the leader in providing services wanted by the people it supports and their families. Those services will be:

- Responsive
- Individualized
- Creative
- Flexible
- Broadly known

Key Steps for Strategic Direction 1

Key Step 1.1

Research current and future service needs of individuals and families including respite, day and residential services. Explore options for meeting the needs identified using existing resources and take action to utilize new sources of revenue to enhance service and support options.

Key Step 1.2

Explore best practices within our rapidly transforming Developmental Services sector and adapt to both direct funding and the demand for innovative, individualized and sustainable services.

Key Step 1.3

Ensure planning for people supported by CLDN is both person-centred and person-directed by reviewing the current process, adjusting it as needed and monitoring the results.

Key Step 1.4

Ensure ongoing support for the work of self-advocates, the A-Team and all people receiving services, so they are able to exercise their human rights, make decisions and achieve personal outcomes.



Strategic Direction 2

Staff are valued: Continue to promote growth through mentorship and recognition

Community Living Durham North will initiate strategies that reinforce the value of direct support staff. These strategies will focus on mentoring, on staff recognition and on motivating and inspiring staff as they support people to live the life of their choosing.

Key steps for Strategic Direction 2

Key Step 2.1

Develop staffing strategies that produce more leaders, champions and opinion-shapers within the direct support staff group.

Key Step 2.2

Identify, develop and support the skill sets that are necessary to assist people in pursuing their personal goals and aspirations.

Key Step 2.3

Develop and implement strategies that facilitate two-way communication between staff and the management team, then monitor and evaluate the effectiveness of the strategies.

Key Step 2.4

Research how staff prefer to be acknowledged; then add to the type and frequency of acknowledgement that staff receive.



Strategic Direction 3

Promote community awareness and knowledgeable families

Community Living Durham North will increase community awareness of the organization and the people it supports. It will also enhance its communication with families about its services, including those involving direct funding, and about other issues that impact on them and their family member.

Key steps for Strategic Direction 3

Key Step 3.1

Increase public awareness of Community Living Durham North and the community's capacity and commitment to value the people we support.

Key Step 3.2

Establish an ongoing dialogue with families that increases their engagement with Community Living Durham North, solicits their input and expands their knowledge of the developmental services system.

Key Step 3.3

Nurture relationships with schools and other partners to assist families to become aware of CLDN's services and the importance of transition planning.



Implementation

To be effective, strategic plans must be implemented. This in turn requires a strategy on the part of the management team and the Board of Directors. It also requires that the management team and the Board of Directors communicate with the other stakeholders (who include individuals, their families and staff) from the outset, acknowledging their input and updating them on progress on a regular basis.

Community Living Durham North will implement this plan by developing a set of actions for each year, actions that advance the goals set out in each direction.

Implementation plans will take two forms. One will be a management Operational Plan. The other will be plans for each team. The team plans will focus on actions that help each individual supported by Community Living Durham North achieve their goals.

Progress will be reviewed and recorded at six month intervals by management and by the individual teams. These reviews will take place in April and October of each year.

Management will report annually to the Board of Directors and to its other stakeholders on progress achieved, obstacles encountered and adjustments deemed necessary in the Operational Plan.