

Community Living Oshawa/Clarington

Strategic Plan

2014-2018



July 2014

Executive Summary

Community Living Oshawa/Clarington (CLOC) is at an exciting and expansive stage of development. To guide this next stage of growth, we conducted a major planning process. We solicited input from a wide range of stakeholders, including people we support, their families, employees, the leadership team and the Board of Directors. From this we developed a strategic long-term approach to expanding the scope and impact of CLOC for the people who receive services and the impact in our community. This four-year strategic plan provides a clear blueprint for CLOC's future. At its core, the plan shows the way toward building on our strengths as a high quality service provider.

About CLOC:

CLOC is a firmly established organization that is well regarded by the sector its funder and other stakeholders. Our history is steeped in grass roots community action. Over sixty years ago families and community gathered together to create an organization that would ensure that there were alternatives to segregation and institutionalization. Social inclusion, participation, rights and citizenship are cornerstones of the Community Living Movement. Although the movement and the organization has come a long way, the need for community to come together to build a more inclusive society that responds to the needs and welcomes people who have developmental disabilities as contributing valued members remains paramount.

CLOC's purpose has been to provide services that enable people to live as valued contributing members of their community and to help the community to address barriers and create opportunities to citizenship. With the government's role lessening and the trend toward needing to depend on the community to address societal needs, it is essential for CLOC to focus on partnerships and community collaboration to create opportunities for inclusion, meaningful participation, and full citizenship for people who have developmental disabilities living in the Region of Durham.

The agency has a growing budget, established and formalized systems, and excellent oversight. Although CLOC is well positioned in many ways these are challenging and uncertain times for the Developmental Services Sector. The Ministry of Community and Social Services (MCSS) Developmental Service Transformation initiative is resulting in major change in the sector. People with developmental disabilities and

their families are facing significant issues and they are seeking support from the developmental services sector to respond to the growing needs and crisis. Even with the change and uncertainty, CLOC is at the forefront, anticipating what's coming and adapting accordingly to the numerous changes. CLOC's goal is to continue to thrive as an organization with a clear sense of purpose and direction that drives the organization towards continued excellence in all that it does. Engaging in strategic planning as a tool enables CLOC to continue to adapt to the changing landscape, and as provincial leaders, to also influence the change process in the sector.

Over the last four years, the previous strategic plan has moved the agency forward significantly in terms of responding to the changes in the sector, developing individualized approaches, developing a successful fundraising campaign, as well as creating systems for risk management and accountability processes. The new four-year strategic plan will build on those key initiatives, identify new areas of focus and well position CLOC for growth.

Patrick Grist
Board President

Terri Gray
Executive Director

Vision

To live in a community where everyone belongs, is listened to, is treated fairly and has the opportunity to make informed choices.

Mission

Community Living Oshawa/Clarington is an accredited, charitable organization dedicated to supporting the achievement of personal outcome measures for people with developmental disabilities.

We Believe In

Choice/Self Determination – people with developmental disabilities have meaningful inclusion in the decision-making process as to what supports will be provided, and their wishes/choices must direct the planning process

Rights/Dignity - all people with developmental disabilities are respected for their human worth and dignity, are ensured the same rights and responsibilities of other community members

Equal Access to Services - people have equal access to services based upon needs

Freedom from Abuse and Neglect - people are safe both within and outside the service delivery system

Enhanced and Strengthened Natural/Informal Supports - families and social networks of those with disabilities are supported and respected. People with disabilities should not become disconnected from family, friends and community as a result of their disability. Loving families and caring social networks are important factors in ensuring healthy well adjusted and community connected people with developmental disabilities.

Collaboration - collaboration between our families, individuals, our association, our staff and ministries from which we receive funding are key factors in realizing the service principles of coordinated services and best use of resources

Strategic Statement

Community Living Oshawa/Clarington will expand community focused services and individualized supports for people with developmental disabilities through influential leadership, effective communication, collaboration, & commitment to sustainability and organizational excellence.

Strategic Initiatives

In order for CLOC to achieve their mission and vision, they have identified the following five Strategic Initiatives for the next four years.

- 1. CLOC will enhance the existing and future financial sustainability of services and supports***
- 2. CLOC is committed to meeting internal and exceeding external standards and measurements of excellence***
- 3. CLOC uses effective communication strategies to engage with all stakeholders to ensure flexible, responsive and collaborative service delivery***
- 4. CLOC partners with key stakeholders to actively influence community transformation and inclusion for people with developmental disabilities***
- 5. CLOC demonstrates individual and organizational leadership in order to influence, value and contribute to the field***

Supporting Actions

1. CLOC will enhance the existing and future financial sustainability of services and supports

Key Supporting Actions

- Seek grants in response to demands for specific services (Hub, needs assessment)
- Investigate more collaborative projects for funding diversity
- Explore fee for service opportunities
- Look at current foundation and how to leverage
 - Investigate an investment strategy when necessary
- Create a fund raising plan
- Explore a for profit organization and how to create more business opportunities
- Investigate strategic alignment with other developmental agencies
- Continue to manage costs and be financially responsible

2. CLOC is committed to meeting internal and exceeding external standards and measurements of excellence

Key Supporting Actions

- Implement and monitor Accreditation Person Centre Excellence plan
- Conduct program evaluation that is outcomes, inputs & process based
- Evaluate current forums for feedback/suggestions both internally & externally
- Investigate the opportunity to market/communicate standards of excellence
- Continue to build strong customer service based on the evolving funding model
- Create an integrated data system and conduct deeper data analysis

3. CLOC uses effective communication strategies to engage with all stakeholders to ensure flexible, responsive and collaborative service delivery

Key Supporting Actions

- Identify key stakeholders and complete a needs assessment
- Create a comprehensive communication plan for CLOC's stakeholders
- Create a marketing plan linked to revenue diversification
- Develop a critical path for a membership drive
- Share best practices to engage stakeholders

4. CLOC partners with key stakeholders to actively influence community transformation and inclusion for people with developmental disabilities

Key Supporting Actions

- Increase community connections in regards to employment – partner with CLO or other agencies
- Increase advocates' role in recruitment/hiring of employees and volunteers
- Execute Fund Raising Plan
- Identify and develop key stakeholder partnership opportunities
- Develop a succession plan for key stakeholder partnerships
- Ensure leadership opportunities for people with development disabilities in driving community change
- Meet and inform local MP, MPP's and local officials
- Increase engagement with community leaders to create collaborative community life project

5. CLOC demonstrates individual and organizational leadership in order to influence, value and contribute to the field

Key Supporting Actions

- Create a Board succession plan
- Enhance leadership training/succession planning with employees
- Create a collaborative community life project
- Continue to participate with Provincial Strategies Network
- Explore vehicles for families to express or have a voice to influence the field
- Continue to support advocates to have a voice at locally, provincially and Federally
- Create opportunities to share and expand on best practice

PEST/SWOT Analysis

SWOT Analysis

Strengths

- Executive Director extremely inclusive and approachable
- Staff is more included and engaged
- Buy in to role & impact the staff is making
- Strong staff
- Staff is willing to adapt & think outside the box
- Creative with budgets – resourceful
- CLOC has been adaptive in services they offer & leverage resources effectively
- Common outcomes/language which allows CLOC to measure quality
- There is a focus on improvement and moving forward
- Engaged Board – Diverse Board

Opportunities

- 39 Wellington & Enfield – property
- Technology – leverage AIM
- Matching of interests and pooling
- Passports/Employment/Crisis Planning tied to \$810M – might require supporting staff to go after this money
- Fee for services by staff
- Explore different business models – non union group
- Use of volunteers/students in different ways
- Staff education i.e. aging population, behavioural and mental health
- City of Oshawa & Clarington – be more involved in community

Weaknesses

- Lack of proactive communication
- Require more planning with support staff & problem solving
- Placement strategy or planning and back-up plans
- Lack of diversity of funding

Threats

- Funding
- Resources in technology
- Time
- Aging population
- Changing compliance with no more resources
- Aging staff
- Increase in mental health
- Diagnosis are out dated – not current
- New skills/competencies required to support new clients
- Shrinking administration funding
- Flexibility in collective agreement

LEADERSHIP THAT MATTERS

PEST Analysis

Political

- Pending Election
- Pending Budget
- Politicians react to specific situations vs. broader issue
- Turnover at Queens Park in developmental services
- More regulations & having to meet them
- Changing Legislation
- Select Committee on Development Services – halted
- Ombudsman report – coming in 2014 impact

Social

- Aging population
- Higher level of services as people stay at home
- Services changing that require more intensive support needs
- Social media impact
- Harder to find meaningful work or job as economy continues to remain flat in area
- Affordable housing in safe communities
- Poverty level too low for those we support

Economic

- Cost of living increasing but funding flat
- Collective Agreement up for renewal in 2014
- Funding comes with person and is portable – harder for budgeting
- Budget being balanced – may mean cut backs
- Project/People funding (MCSS)
- DSO processes

Technological

- Website needs consistency – social media
- Not leveraging technology to help with services
- Have a balance on how to use technology with client base
- Technology changes quickly
- CLOC Intranet website could be updated (e.g., forms)
- Leveraging social media

What Does Success Look Like for CLOC in 2018?

- Continue to be a service provider of choice with high quality support & service
- Have an active and engaged membership who is involved in promoting CLOC services
- Silos have been eliminated and the communication plan has been executed
- Continue to be committed to Accreditation
- Hub concept investigated
- New revenue streams are in place
- Current properties will represent the CLOC brand and a new Corporate office for CLOC is explored
- Increase strategic partnerships