Community Living
DRYDEN - SIOUX LOOKOUT



COMMUNITY LIVING DRYDEN-SIOUX LOOKOUT STRATEGIC PLAN 2024-2027

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PREPARED WITH: PEOPLE MINDED BUSINESS

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Land Acknowledgement

Community Living Dryden-Sioux Lookout operates in Dryden and Sioux Lookout, Ontario on the traditional lands of the Anishinaabe and Métis people of Treaty Three and Treaty 3 Adhesion. These lands are important to the people of Migisi Sahgaigan (Eagle Lake First Nation), Waabigonii Zaaga'igan (Wabigoon First Nation) and Obishikokaang (Lac Seul First Nation).

We respect the Treaties that were made on these territories; we acknowledge the harms and mistakes of the past on these lands, and we dedicate ourselves to move forward in partnership with Indigenous communities and people in a spirit of reconciliation and collaboration.



The stories of the people who have inhabited these lands before us are important to know, share and acknowledge. As we seek to support people with intellectual disabilities we do so with a lens of humility, awareness, sensitivity and safety. May our actions contribute to a future where all people, regardless of their origins can flourish and live in peace and security and be fully welcomed as part of the community. Let us honour this commitment in our words, actions, and shared humanity.

A MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER



Community Living Dryden-Sioux Lookout has been harnessing the good will of our communities of Dryden and Sioux Lookout for over 70 years to support people with developmental disabilities to live authentic and inclusive lives in the community with respect to their choices and their rights. We also believe all people have gifts and passions to offer to the mosaic of the community and they belong as part of the community.

With a budget of over $16 million, supporting 110 people, with 140 person centred employees, we are a major service provider and employer in our communities. People we support are the heart and foundation of what we do, and our staff have meaningful jobs helping people be part of the community and reach their goals.

To maintain this valued service, we have sustainable practices that will take us into the future. Through memberships in organizations such as Community Living Ontario, OASIS (Ontario Agencies Supporting Individuals with Special Needs) KRR Northwest Developmental Services Leadership, and accreditation with CARF International we seek to balance our Vision, Mission and Values and be a sustainable organization. We balance being a business with conscience providing a service to people. We do both seamlessly. It is built into our structures.

As a continuous improvement organization, we constantly evaluate our effectiveness and strive to improve. As a learning organization we have a culture to learn and grow and to develop talent within. With a growth mindset we strive to improve and are not afraid of evaluation.

Our Strategic Plan is like the GPS target coordinates and is supported by a robust Operational Plan that is like the roadmap with the detailed goals for each department on a yearly basis. Our Vision, Mission and Values are like our Compass to keep us on track towards our purpose.

We echo with Inclusion Canada:

> *Everyone should have the same access to opportunities to lead a regular, fulfilled life: grow up at home with your family; be included in school with friends and peers; immerse in a hobby or sport; have a career; travel; make friends; find a soulmate; have a home of your own; and contribute to your community. These are the common building blocks for life for most people in Canada, and the dreams and aspirations of people with an intellectual disability are no different.*

In that spirit, we do not stop at just our own organization. We are involved regionally and provincially to advocate for a society where everyone belongs and is welcomed and receives the support they need to reach their goals and potential.

Sherry Baum,
Chief Executive Officer

Our Vision is:

No Barriers – Just Life

Our Mission is to:

Advocate. Mentor. Collaborate.

We Value:

People

Community

Quality

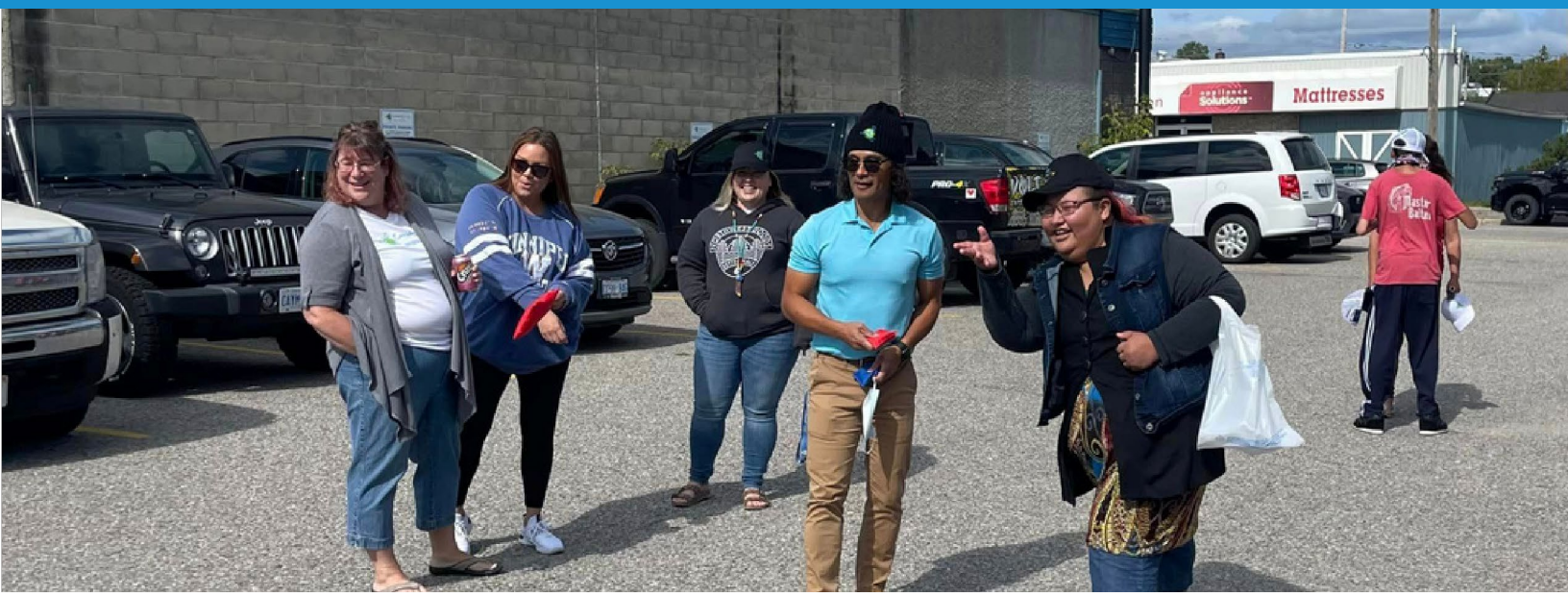
THE STRATEGIC PLANNING PROCESS

Beginning in February of 2024, Community Living Dryden-Sioux Lookout (CLDSL), supported by People Minded Business (PMB) a consulting firm with extensive experience working in Developmental Services, undertook a strategic planning process, illustrated below, to help prioritize our focus into 2027.



PMB researched the environment in which CLDSL operates including local, regional, and provincial trends. Using an inclusive process of consultation, collaboration, and co-creation, CLDSL learned first-hand about what matters most to **84** people representing all the key constituent groups.

What follows is a summary of what we learned and what our priorities and supporting foundation will be going forward.



A WORD FROM PEOPLE SUPPORTED

CLDSL helps people be respected by harnessing the goodwill of our diverse northwestern communities and by mobilizing community efforts to create innovative solutions through advocacy, mentoring and collaboration. Therefore, it's appropriate to give people supported the first word. Two in-person focus groups were conducted to hear the opinions of people supported by CLDSL.

When talking about what CLDSL means to them, people shared how they liked the support they received and how they were treated. They said that the staff were nice to them and helped them with day-to-day things. People shared enjoying the trips they had taken, especially longer trips such as to Winnipeg or Las Vegas. They shared how they appreciated being taken fishing, going to concerts, and being able to decide what they want to do. Finally, the people who participated in focus groups shared how they were happy for the friendships they had made through CLDSL.

TRENDS AND ASSETS

The developmental services sector is facing unprecedented levels of change and challenges. Organizations such as CLDSL will need to continue to adapt as they respond to these changes. As part of the strategic planning process, the following trends and themes were considered:

Trends

- Journey to Belonging and anticipated expansion of direct funding
- Persistent poverty for individuals with developmental disabilities
- Lack of affordable housing
- Human resource crisis, difficulty recruiting and retaining qualified employees
- Population growth leading to the increasing amount of service needs Changing face of
- clients: aging, greater diversity, increased complexity of needs
- Significant loss of expertise and leadership through retirement
- Low levels of young people entering the sector as employees
- Technological advancements, hybrid services, and digital inclusion Ever
- growing waitlists

Each organization has a unique ability to act on the future, built on the resources, assets, and strengths it can deploy against the challenges and opportunities it is facing. Below are frequently mentioned assets that surfaced via constituent input.

Assets

- Focus on People Supported
- Innovative, Adaptive, and Progressive
- Engaged & Responsive
- Positive Work Environment
- Good Pay & Benefits



CLDSL'S STRATEGIC PRIORITIES

On May 14, 2024 members of CLDSL's Board of Directors, Senior Leadership Team, Managers, and a staff member participated in a series of activities to identify priorities to guide the organization for the next three years. Presented below are draft Strategic Priorities, corresponding intent statements, and objectives, based on that session. The board later clarified the foundational priority as the people we support.

Priority 1: People Supported

A. Building Capacity for Supported Decision Making

Intent: MCCSS's Journey to Belonging will mean increased choice for individuals and families participating in developmental services. We will spend the next three years preparing ourselves and those we support for that future of increased choice.

- Educate employees, people supported, and families on MCCSS's Developmental Services Sector Reform – Journey to Belonging: Choice and Inclusion.
- Work with employees, people supported, and family members to co-create ways to increase choice for people participating in our services, followed by training for employees to implement.
- Host a community conference to promote family connections, educate families and community on Journey to Belonging and other sector trends, and further establish CLDSL as a leader in our community while promoting authentic inclusion and inviting other service providers to participate.
- Utilize technology and innovation to support decision making capacity, independence, choice, control and empower people.

B. Increase Housing Opportunities in Our Communities.

Intent: CLDSL will focus on increasing our ability to provide safe, innovative, affordable, and appropriate housing solutions to people with developmental disabilities in our communities.

- Pursue new housing options to increase the number and types of housing opportunities in our communities.
- Develop relationships and partnerships with private, public, and government bodies in support of additional housing in Dryden and Sioux Lookout.
- Rethink community participation and staffing for people in non-24 supported living while maintaining and promoting our community first values.
- Advocate for emergency homeless supports in Dryden and Sioux Lookout.
- Promote a harm reduction model, including holding a conference with all our partners on “The Shift” and developing housing to support it.

Priority 2: Staff

Recruitment, Retention, Training, and Development.

Intent: Our staff are at the core of all our services. It is essential to ensure we have the right people with the right skills in the right positions. As part of this strategic plan, we will focus on recognizing, attracting and developing staff.

- Identify and implement additional recruitment strategies to reach our desired staffing levels.
- Review our training and onboarding programs to ensure that staff are provided with the most relevant, high quality, and engaging development opportunities possible.
- Revise our approach to internal communications to improve how we gather employee feedback and share information across our organization.
- Implement a comprehensive Succession Plan to support the identification and development of our next generation of leaders.
- Focus on Agency Culture, including areas such as Diversity, Equity, Inclusion, Truth and Reconciliation, how we live our values, and how we treat one another.

Priority 3: Sustainability

Intent: With the challenges of the developmental services (DS) sector and MCCSS's Journey to Belonging, the demands on DS agencies will be greater than ever before. CLDSL will work to ensure we can continue to provide excellent supports for years to come.

- Partner with DS agencies as well as those from adjacent sectors in Northwestern Ontario to build efficiencies and enhance services to people in our communities.
- Grow our fee-for-services options for people with funding and those with other means to purchase services and to supplement our other services. 3.3. Develop our relationships and partnerships with local and Northern Indigenous Communities and agencies to develop culturally appropriate supports and collaborations for the increasing number of people in our programs from those communities.
- Review our current business practices (e.g., HR, finances, IT, marketing, administration, record keeping, documentation etc.) to identify opportunities to increase our efficiency.
- Develop a Communication Strategy and department to promote our value proposition and brand both internal and external to the agency.
- Strengthen our data collection to support decision making.

Attachments

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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/

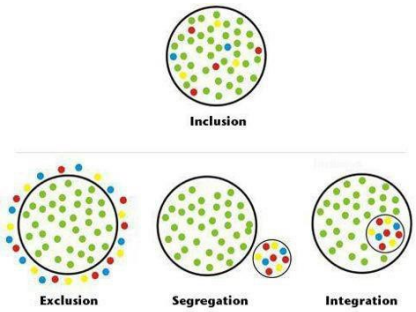
"The passion for stretching yourself and sticking to it, even (or especially) when it's not going well, is the hallmark of the growth mindset. This is the mindset that allows people to thrive during some of the most challenging times in their lives."

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.