5   Strategic Goal and Strategies

The Strategic Goal identifies the priority that CLGW believes it needs to focus and act on in fulfilling its Vision and Mission. The Strategic Goal established for CLGW is particularly vital in a high change environment where significant demographic, funding, policy, waitlist and other perspectives are emerging. These change elements are strategic in scope, will impact all stakeholders and will require innovative strategies and solutions to be developed and implemented in order to effectively position the organization to be able to meet the evolving needs of people with a developmental disability and to be relevant on an ongoing basis. There are also a series of aligned strategies that collectively support the achievement of the Strategic Goal.

The following Strategic Goal and strategies have been developed/updated for CLGW for the 2017-2019 period.   These were approved by the Board of Directors in May 2017.

Strategic Goal – Inspiring Innovation

To inspire innovation across all dimensions of Community Living Guelph Wellington's relationships and work in successfully meeting the needs of the people supported, their families and the communities served.

Strategies – Fostering Innovation

1.   To grow the organization's financial resources through the development and implementation of a Funding Diversification Plan, involving:

- Exploration of new and more significant approaches and outcomes for its Fund Development initiatives

    - *This will require resources to contract with an expert to assist with the development of a Funding Diversification Plan. We have a good starting point with the Strategy document prepared by Carly Mezon in 2014.*

- Implementation of strategies to enhance fee for service income –based offerings and sources

    - *This is underway with the ongoing expansion of Passport funding and the increased options for programs and classes on a fee for service basis. This continues to be a focus area for the agency (eg +Campus Friends)*

- Consider partnerships and other consolidation initiatives that have the potential to expand available resources and/or that achieve operational efficiencies that support current funding reallocations

    ➢ *This will always be on our radar as opportunities present themselves – the ministry is aware of our interest in these initiatives as well. This will not be a main focus for us over the coming 18-24 months given the other important areas we need to focus on*

    ➢ *We will be selective in our approach in this area and if we agree to move forward with an initiative we will require MCSS support as part of the initial agreement phase*

2. To increase the investment in and utilization of technology in enhancing the lives and capabilities of the people supported, to improve the reach and effectiveness of all agency communications; and to increase operational efficiencies and capacities involving:

    - The development of a strategy on Consumer Specific Technology Supports

        ➢ *This was part of our round 2 MCSS Employment/Modernization Grant submission – it was not part of the approved funding; however, we are pursuing various options within this area over the coming 12 months (eg client database; assistive technology re medication reminders etc)*

    - The enhancement of the agency's Social Media Strategy

        ➢ *We have implemented phase I of this in that we are now more consistently on social media – Facebook, Twitter, Instagram.*

        ➢ *We have contracted with a writer to assist us in revamping our website which is near completion – part of this process is to develop a clearly defined process of what social media is used for and what the website is used for*

        ➢ *Phase 2 of this area will include enhancing the abilities of more staff to post on our social media as opposed to 1 or 2 designated people; the development of a plan to ensure the right people are getting information to post on a regular basis (ie a few times each week)*

    - The development of a formal 3 year Operations Technology plan

        ➢ *Finance Manager is working with IT to finalize a three year Operations Technology plan that will be presented to the senior leadership team for review and ongoing updates*

> *As part of the new HRIS system each employee was provided with a CLGW email account which is an important development for moving forward with any and all of our technology updates.*

> *We will develop a policy and relevant insurance coverage related to Cyber and Privacy*

3. To continually improve the agency's marketing and communication program through the increased use of differentiated and targeted audience channels and core messaging across all operational and functional areas involving:

- The development of a formal marketing and communications strategy and annual plan

    > *Awaiting 2nd quote for assistance in this area – this strategy will assist us as well with our funding diversification strategy*

    > *We currently have a contract with a writer who is assisting us with some of our communications processes/practices*

- Source ongoing resources/capacity to implement strategy

    > *Working with Finance now to ensure resources are available for phase 1 of this project to start; next step will be to secure ongoing resources once we know what we will need to sustain this area*

4. **To foster an organizational culture that is more proactive in its actions; innovative in its programs and operations; and understanding of the changing needs of, and opportunities for the people supported (e.g. Passport funding; innovative programming such as "Try it On For Size" and "Supportive Roommate" housing options) through:**

- Fostering creativity and the permission to experiment

    > *We are actively looking at Innovative Housing options here relating to "Try it On For Size" – a simulated environment to see how people we support may be able to live independently in the community; "Supportive Roommate/House Monitor" – having a person supported live with a supportive roommate and also rely on support from support circle, family, technology and CLGW as required (eg Habitat);*

    > *Expand our usage of the "Steps To Independence" tool to ensure that people supported are in the drivers' seat of their lives as much as possible*

    > *With the volunteer administrator role becoming vacant soon we are temporarily filling it until we determine how best to utilize this role (could be volunteer role*

for agency and for people supported; could be transformed into another role all together based on our priorities)

- Being more agile with an enhanced ability to adapt and effectively and proactively manage change

  - *Define what we are good at/what is unique to us; review what's available in the community already and utilize what we can leaving our resources for those areas that we excel in and are unique to us*

  - *We are spending some time looking at the "individualized" funding for people supported to ensure we can plan most effectively within our existing reality and resources. We need to keep in mind our aging population of people supported; their needs and desires and related staff training needs.*

  - *We are in discussion with our MCSS rep to ensure she is kept up to date on how we are moving forward and what our ideas are. We need MCSS to work with us and to provide us with some flexibility regarding our vacancies so we can commence with moving people to smaller settings and/or more independent models of service*

- Investing in continuous learning and development of staff and volunteers to better serve and operate

  - *Continuous learning and improvement are key dimensions of an active and dynamic culture. We have commenced offering learning opportunities to groups of people with the understanding that they come back and share their learnings with the agency.*

  - *Staff groups across the agency are meeting together to organize a more individualized plan of support which is an excellent start to having the staff be more engaged in delivering those supports that the person supported truly wants and to ensure we are maximizing our resources*

  - *As an agency, we will focus on ensuring that we have a staff group who connect well with the people supported and can assist them in effectively setting goals and carrying them out. Our service model may dictate the need to change a portion of the staffing model significantly which we will do as needed. Discussions have already commenced with the Union to ensure they have a good understanding of where we are going as an agency.*

  - *As part of this transformation we will review/realign the organizational structure to ensure we maximize our resources in an effective manner.*

- Ensuring effective succession planning processes in sustaining organizational knowledge, capacity and continuity

  - *This is a priority area for HR and ED roles to accomplish in 2017-18. This has been at the forefront of our hiring (focus on non-union) over the past 2 years to ensure that we are hiring people who can progress further in our organization – at this point in time we have hired 7 people into roles within the management/ admin structure that have a capacity to develop into more senior positions over time*

- **Residential goals**

  - *Long term goal is not to have any more group homes; rather look at living naturally in the community, collaborating with families; utilizing technology; individualized approach in terms of where people want to live and with whom*

  - *We will consider renting properties as opposed to purchasing them (unless there is a good business case for purchasing) for the next 2-3 years as part of our move reducing the number of people living together in one place – ie maximum # desired is 3 – this will provide us with flexibility as we continue to move people supported towards a more independent model of living (if they can)*

  - *We are currently reviewing the residential programs we have with the goal to revise the structure of one or more to a modified setting versus 24/7 within the next 6-12 months*

- **Other**

  - *Effectively reorganizing our existing space is critical (as space is at a premium) and so we will be developing a plan that will include better aligning day services and creating a central "hub" for our SIL, SEP and Passport services to more efficiently work together.*

5. To develop a comprehensive, organizational Performance Management Program that annually reports on Key Performance Indicators that provide evidence as to the outcomes achieved and the importance and value of the organization to the people supported, their families and the communities in which they live.

   - *We have developed a role entitled Quality Enhancement Manager – one of the goals of this role will be to develop/implement a program that gives evidence to and demonstrates the outcomes achieved and the value and relevancy of the agency's transformation process (or any other change process). A goal is to develop key indicators, measure ourselves against those indicators, report on progress and identify those areas that need to be reviewed/realigned.*

- *Once this model is developed it will provide a framework for reporting back to the Board as part of the regular meeting process.*