



Strategic Plan Summary, 2020-23

Community Living Guelph Wellington



Community Living Guelph Wellington’s 2020-23 Strategic and Operational Plan was designed and guided by Nexus Human Capital.

The visioning and work included in this strategic plan was developed through a number of exercises, conversations, and consultations with key stakeholders.

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Guiding Philosophy

The ability of people we support to form relationships of choice centres around having autonomy over their life's decisions including, how they spend time and with whom they spend it, where they live and with whom, what they learn, where they work and how they engage within society. Through this paradigm, CLGW facilitates opportunities – it provides guidance and support and it enables individuals to explore and realize their own ambitions. Community Living Guelph-Wellington is person-centered. Doing so requires that as an agency, we must refrain from making decisions for people, from imposing values or standards or from making congregate decisions on behalf of others. A one size fits all solution is contradictory to being *person-centered*. Doing so requires that, as an agency, we recognize the unique wants and needs of each individual being supported and provide *just enough support* in order promote participation as integral members of the community.

The practice of *just enough support* provides balance between having the autonomy of choice which is necessary to experience intrinsic satisfaction and the use of relevant resources and support to facilitate meaningful experiences. A person-centered approach then requires that services are individualized and wrapped around people we support rather than having supported individuals conform to an agency's fixed structures.

Creating a meaningful and enriched life within a *just enough support* approach requires an acceptance of providing individuals with the dignity of risk over their decisions. Having a dignity of risk enables individuals to make positive decisions and even their share of mistakes, both of which informs self-discovery and growth and enables authentic participation in society.

Within our philosophy, the role of CLGW is to serve as a conduit – a connector within the community that enables people we support to have access to resources they desire to pursue their interests. It's no longer possible or desirable for an agency to replicate services that exist within the community. Doing so historically has occurred with good intentions and with the unintended effect of separating individuals from the community outside of the agency. Engaged participation in society requires that, as an agency, we continue to redefine ourselves as community builders in which CLGW is integrated in all facets of the community.

Agencies should evolve along with our recognition of people's abilities in contrast to their disabilities. A focus on the former is necessary in order to instill a growth mindset on the part of all stakeholders. An emphasis on disability imposes limitations and not possibilities. Practices from even a generation ago, including sheltered workshops, large group homes and day programs were marked advancements from the era of institutions but, are increasingly viewed as being contrived obstacles to the realization of choice and independence and deny access to full citizenship within our surrounding communities. It's important to recognize that within the context of a person-centered approach to the delivery of services that consideration must be given to the comfort levels of individuals, their past experiences, perceived limitations as well as their goals and aspirations.

A person-centered approach requires a further understanding that family members of individuals being supported may be accustomed to and are most comfortable with historic service delivery models. There is a role on the part of CLGW to work with families, to better understand their concerns and to serve as

a vital resource in working with families to adapt to an evolving philosophy that place individuals being supported at the centre of their journey.

Finally, as an agency we must not perceive ourselves as being a charity, that our supporters are being charitable and that the people we support deserve charity. Everyone we support is different and unique. Our practices as an agency must reflect the importance of choice, autonomy, and the dignity of risk. We must further recognize that the people we support are creative, expressive, intelligent, insightful and are meaningful members and contributors to society.

In keeping with our philosophy as an agency, the following Values, Mission and Vision will provide Community Guelph-Wellington with the foundation upon which our strategic plan has been developed and through which agency, team and employee decisions will be made.

Values, Mission and Vision Statements

Values

Community Living Guelph Wellington's Core Values

Safety means more than the ensuring avoidance of harm. Safety begins with a genuine belief in inclusiveness through which our emotional, physical and psychological needs are recognized and nurtured. Safety enables each of us to reside in a place of support that then enables each of us to move outside of our comfort zones to learn and to grow and to embrace the dignity of risk.

Respect requires the full acknowledgement of the unique abilities, talents and gifts, aspirations and goals of each person as a unique individual. Through a person-centered approach we will work with one another from where they are in their lives in order to explore meaningful and enriching experiences.

Teamwork is at the centre of everything we undertake. In order to have a meaningful impact in all aspects of our work it is necessary to maintain clear communication, to honour commitments, to have high expectations and to serve one another with the highest levels of mutual accountability.

Service Excellence speaks to the importance of achieving and maintaining the highest standards of performance in the delivery of person-centered services through continuous evaluation and reflection within a culture of continuous learning and the development of innovative practices. Service excellence requires that attention is paid to both our processes and desired outcomes through self, team and agency- wide evaluation of our work through the lens of our *Core values*, our *Mission* and our *Vision statements*.

Mission Statement

Full citizenship through person-centred approaches.

Vision Statement

Deliver service excellence through person-centred approaches.

Strategic Goals and Operational Strategies

In order to create meaningful change, strategic goals serve to inherently link to and support the organization's values, mission and vision statements along with its guiding philosophy. It is important to note that goals drive the aforementioned through strategies and the latter cannot be goals in and of themselves. For example, technology cannot be a goal without its connection to CLGW's values, mission and vision. Strategic goals and operational strategies must meet further criteria. They must be:

- Capable of serving different multiple functions across CLGW's that are aligned with its values, mission and vision
- Identifiable with supporting actions by employees across every level of the agency
- Measurable and be regularly reviewed by senior management, their teams along with the board to determine progress and required changes
 - Used as a basis for the evaluation of teams and tied to coaching, performance assessment and succession planning

Key Drivers

Community Living Guelph-Wellington will be driven by two overarching themes that are derived from the strategic goals and are supported by our values, mission and vision. Community Living Guelph-Wellington will realize its vision by:

1. Providing service excellence in everything we undertake.
2. Becoming a leader in the sector and an employer of choice.

Quality of Life

Personal Outcome Measures

Personal Outcome Measures denote satisfaction and fulfilment in all aspects of our physical, mental and emotional well-being. Personal Outcome Measures are predicated on services Community Living Guelph-Wellington will provide to all people we support through person-centered approaches and will serve as a foundation to our Key Drivers.

My Human Security

Non-negotiable human and civil rights

- People are safe
- People are free from abuse and neglect
- People have the best possible health
- People experience continuity and security
- People exercise rights
- People are treated fairly
- People are respected

My Community

Access to be in, a part of, and included in the community

- People use their environments
- People live in integrated environments
- People interact with other members of the community
- People participate in the life of the community

My Relationships

Social support, familiarity, intimacy, and belonging

- People are connected to natural support networks
- People have friends
- People have intimate relationships
- People decide when to share personal information
- People perform different social roles

My Choices

Decisions about one's life and community

- People choose where and with whom they live
- People choose where they work
- People choose services

My Goals

Dreams and aspirations for the future

- People choose personal goals
- People realize personal goals

Strategic Goals

Quality of Life

1. To ensure that a person-centered approach and plan is created with each of the people we support, that it is supported through community engagement by staff and others within the Circle of Support and that the plan and updates are stored on an electronic platform that is updated at team meetings and accessible to each supported individual's support team while ensuring confidentiality.
2. Establish unique Circles of Support around each of the people we support and build capacity of staff to perform functions.
3. In place of Day programs, facilitate inclusive opportunities that serve to enhance the connections between the people we support within and across the community.
4. Increase the movement away from group homes and provide supported individuals with choice regarding their living arrangements.

Organizational Excellence

1. Restructure the organizational chart in a design that is based on a person-centered delivery model through Circles of Support.
2. Establish a learning culture which is essential to service excellence, to employee engagement and growth, recruitment and retention. For employees to have a meaningful impact, it is necessary that they view themselves as leaders. Leadership development, as a foundational learning component, is necessary in the preparation of a new generation of managers and to promote retention of employees looking to broaden and deepen their roles.
3. The employee lifecycle of recruitment, retention and recognition are all necessary to the establishment of service excellence and to become a local employer of choice. Community Living Guelph-Wellington will strengthen these functions and utilize metrics to add further value to the agency.
4. Rebrand Community Living Guelph-Wellington to include a name change to reflect person-centered approaches and the agency's Guiding Philosophy.

Business Practices and Communication

1. Rebrand Community Living Guelph-Wellington to include a name change to reflect person-centered approaches and the agency's Guiding Philosophy.
2. Develop broader and deeper relationships with service providers, agencies and employers that will complement our mission and eliminate the duplication of services.
3. Market the agency through social media and focus on both increasing followers and engaging in two-way communication with existing and prospective service recipients and their families.
4. Expand fee for service, grant writing and identify alternative revenue generating.