

Person Centred
CLRCS DEFINED
Person Directed



Strategic Plan
2024 to 2027

Prepared with assistance
from CMCS Consulting Services

COMMUNITY LIVING 
Renfrew County South

Executive Summary

The 2024-27 strategic plan is the product of input from the people connected to Community Living Renfrew County South. That includes the individuals it supports, their families, CLRCS' employees, the Board of Directors and community partners.

As evidenced by their comments, stakeholders liked many things about the organization, including its strong focus on the people supported by CLRCS.

Among the stakeholders' concerns were gaps in the availability of staff to fill shifts in the residential options, recent changes to the Community Participation Supports program, and the need for more day-to-day support and acknowledgement for the work of staff. The survey that invited input also revealed effectiveness ratings that were low.

After reflecting on the current situation, CLRCS' stakeholders put forward many ideas for enhancing it, all of which were considered by Board of Directors as part of the planning process. The result of those deliberations was first, a theme for the new plan, and second, seven priorities for addressing the theme and for making CLRCS an even better organization.

The theme for the new strategic plan, that will be in place until 2027, is that CLRCS will be PERSON CENTRED and PERSON DIRECTED.

To address this theme, CLRCS will pursue seven priorities:

1. ENSURE CLRCS IS BUILT ON A STRONG FOUNDATION
2. DO MORE FOR PEOPLE SUPPORTED AND THEIR FAMILIES
3. INTRODUCE SERVICE ENHANCEMENTS
4. ADVANCE THE WORK OF STAFF
5. FURTHER DEVELOP CLRCS' FACILITIES, ADMINISTRATIVE SERVICES AND MANAGEMENT
6. ENHANCE GOVERNANCE
7. ADD TO PARTNERSHIPS

After the plan was completed, the Board developed an implementation strategy designed to ensure action was taken to move in a new direction. The Board committed to monitor progress on a regular basis, and report yearly to CLRCS' stakeholders on the results.

The Board thanks all those who put forward their ideas and comments. The 2024-27 strategic plan belongs to everyone who contributed.

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How the Plan Was Developed

Who Provided Input

Input to the plan was provided in two ways, through a survey and five focus groups. 105 responses to the survey were received. 83 of those responses provided an identification under the categories below. 37 people participated in the five focus groups each lasting about two hours.

Survey – 105 responses

Family/friends – 31

Staff (other than management) – 28

Management - 3

Board of Directors of CLRCs – 4

Another organization that works with CLRCs – 3

Other – 9

Preferred not to say – 10

Focus Groups – 5 groups/37 participants

Board – 7 members

Management – 7 members

Individuals – 9 members

Non-management staff - 9

Families - 5

What Stakeholders Liked

There were many responses to the question of what people liked about CLRCS.

Positioning (Mission, Vision, Values, Philosophy)

- *Putting the people supported first.*
- *CLRCS is mission-aligned.*
- *The focus of our efforts is on the individuals we support.*

Services/Clientele

- *It's a safe place for individuals supported by CLRCS.*
- *It keeps individuals engaged, interested, active and motivated.*
- *The day programs.*
- *Small groups and volunteering out in the community.*
- *The variety of supports that CLRCS offers.*
- *Seeing the people we support out in the community – they have a real presence.*
- *The life experience individuals are able to enjoy.*
- *Always looking at the supports we provide and if they need to be changed.*
- *One-on-one opportunities.*
- *Focus on individuals' goals.*
- *Family member really enjoys going and enjoys the activities that he does there.*
- *Family member has been able to work on his social skills, enjoys the program and thankful for the fact that he has a peer group that understands him and that he's comfortable with.*
- *Support people to be active through volunteering and other roles; contribute to the community through those roles and hope that that continues; also develop relationships with other community members through them.*
- *Ability to build relationships with younger families via their IEPs at school.*
- *Like having a home base to come back to during the day between activities.*

Staff

- *The staff and their optimistic and enthusiastic approaches.*
- *The rotation of staff for activities.*
- *Choosing staff and keeping changes to a minimum so that clients have some consistency in their day-to-day life.*
- *Staff get to explore new opportunities with the people they support.*
- *Employee retention is fantastic; employees are recognized and value that appreciation.*
- *The commitment of staff to the values of the organization.*
- *Staff who are very vocal in speaking in support of what people want and need in their lives to achieve their goals.*

- *Honouring and respecting staff's time off; is reflected in staff's enthusiasm for work they do.*
- *Privileged to work here; staff feel that way too and is reflected in people we support as well.*
- *Support received from staff (family member).*
- *Like being able to introduce my interests to people I support and have enjoyable days together.*
- *Like the autonomy to make decisions independently regarding the people we are supporting; have oversight but also freedom to make decisions.*

Management and Administration

- *CLRCS' willingness to grow and evaluate current practices.*
- *The leadership and dedication of the management team.*
- *Calm, objective approach to dealing with issues and challenges*
- *Fiscal responsibility*
- *Evolves and changes as necessary to meet challenges*
- *Always looking at the supports we provide and if they need to be changed*
- *Fleet of vehicles that we can use to take advantage of what our community has to offer.*

Board of Directors

- *The strength, depth and competencies of the Board of Directors.*

Partnerships

- *Partnership capacity and development with local business and housing community.*
- *Working with others*



The Starting Point: CLRCS Today

1. Positioning

CLRCS's foundation includes its mission, values and its service methodology. For CLRCS, its service methodology centres on Personal Outcomes Measures, an approach that is explained in more detail below and that includes the option to be accredited as a service provider that uses Personal Outcomes measures. CLRCS must also meet the Quality Assurance Measures required by its funder, the Ministry of Children, Community and Social Services.

1.1 Mission

Current situation

CLRCS' mission reads: "Working with others to improve the quality of life for people with developmental disabilities."

Stakeholder input

70% of survey respondents either strongly agreed (33%) or agreed (37%) that "working with others to improve the quality of life for people with developmental disabilities" explains what CLRCS does.

57% of respondents said CLRCS was either very successful (13%) or successful (44%) in "working with others to improve the quality of life for people with developmental disabilities".

Asked whether the mission statement should change, 15% of respondents said "yes".

Their ideas included:

Working with families, community and others to enhance the lives of individuals with intellectual disabilities.

Working to provide meaningful days and meaningful relationships for people with developmental disabilities.

Striving to create, inspire and maintain a community of inclusiveness for individuals with developmental disabilities.

Working to enhance the lives of people living with intellectual disabilities

Working together to improve the quality of life for people with developmental disabilities

1.2 Values

Current situation

CLRCS' values include the following: Choice; Community Presence; Community Participation; Competence; and Respect.

Stakeholder input

84% of survey respondents either strongly agreed (40%) or agreed (44%) with these values.

47% of survey respondents believed that CLRCS has been either very successful (12%) or successful (35%) in incorporating these values into its everyday work.

20% of respondents felt that at least one of CLRCS' values should be changed or replaced.

Stakeholders' ideas for change included:

- The mental and physical health of clients and families should be a first consideration. Then the values could be applied with effectiveness.
- Consider changing competence to caring, equal opportunities.
- Clarify each value, especially "choice" and "competence"
- Change community presence and community participation to community inclusion.
- Add caring, communication, empathy, inclusion, respect, compassion people are of equal value, community partnerships to facilitate inclusion fostering relationships, belonging, and sharing support every individual's goals and dreams to live a fulfilling life.
- Ensure the values are followed.
- Develop and implement a process for evaluating whether the values are met.
- Clarify what each value, especially "choice" means

1.3 Service Technology/Methodology

CLRCS has adopted Personal Outcomes Measures (POMs) as a framework for providing services. In adopting that framework, CLRCS commits its employees and its Board of Directors to acting in accordance with the standards and the goals developed for POMs including what are called Basic Assurances. The Center for Quality and Leadership (CQL) in the U.S. is the creator of Personal Outcomes Measures and defines them and their use as follows:

"The Personal Outcome Measures® (POM) is a person-centered discovery tool to explore the presence, importance, and achievement of personally-defined outcomes, along with the supports that help people attain their individual goals and dreams.

Employees and organizations use outcomes to learn about people. Organizations discover what and how much an outcome means to each person. The choice of priority outcomes is very personal and grounded in people's current and past life experiences. Personal Outcome Measures® can be used in learning about people and discovering individual outcomes. But people's own experiences, challenges, and personalities always guide the learning process. Once an organization has learned a person's definition of the outcomes, the organization provides the services to facilitate outcome achievement. These services are processes focused on outcomes, not ends in themselves. Frequently the process begins with a person-centered plan. Those who support people are provided with tools to assist people in achieving personal goals. Organizations may use a variety of methods to facilitate outcomes.

After the organization aligns supports to facilitate personal outcomes, it determines if the outcomes were achieved. This occurs after extensive interactions and communication with people and those who know them best. CQL has developed a series of questions that follow a logic chain to guide decisions about the presence of outcomes. From this perspective, the measurement of the outcome defined by the person is a very objective process.

Currently, there are 21 Personal Outcomes as follows:

My Human Security

- 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

- 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

- 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

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

People choose services

My Goals

People choose personal goals

People realize personal goals

Using the Personal Outcomes Measures is best undertaken by also adopting CQL's Basic Assurances. CQL explains the Basic Assurances as follows:

The Basic Assurances® is a tool to evaluate successful operations involving the health, safety, and human security of people receiving services, as well as areas such as natural supports, social networks, employment, and more. Through 10 factors, 46 indicators, and hundreds of probes, the Basic Assurances® provide organizations with guidance for ensuring that systems translate into actual practices to positively impact the lives of people with intellectual and developmental disabilities, and psychiatric disabilities. By identifying evidence of practices that demonstrate the system's effectiveness, the tool ensures that organizational policies, procedures, etc. are actually delivering results. Organizations can collect data through the Basic Assurances®, to analyze systems and practices and track the progress of their initiatives over time.

Stakeholder input

Stakeholders noted that an attempt had been made to introduce the use of Personal Outcomes Measures but had not been successful. The organization is now in the process of reintroducing their use.

1.4 External Issues – Journey to Belonging

CLRCS' key funder, the Ministry of Children, Community and Social Services, is undertaking a long-term initiative to update its policy related to developmental services. Titled *Journey to Belonging*, it "focuses on people and how they can belong in their communities and live meaningful lives" and is based on the following principles:

- **People receive support based on their needs:** Greater equity through individualized funding and budgets tied to people's assessed needs.
- **Services build on the strengths of people and supports provided by families, support networks and communities:** Supports complement services available in the community and are culturally appropriate.
- **Supports are person-directed and flexible:** People have more control over directing and managing their funding and supports.
- **Supports are proactive and responsive to people's changing needs across the course of their lives:** Greater focus on early intervention and prevention for people, with supports that are better integrated with other sectors.
- **Services are driven by evidence, outcomes and continuous improvement:** More emphasis on outcomes and quality services that are responsive to feedback from people using them.

- **Services and supports promote health, well-being and safety:** Services promote positive health and wellness outcomes and a high quality and meaningful life experience. Supports help address systemic barriers (for example, discrimination, racism, ableism) that prevent people from accessing supports and fully participating in their communities.
- **System is sustainable:** Improving the ability of developmental services to help people now and into the future.

As part of the policy contained in *Journey to Belonging*, the Ontario government is expected to change its funding model for day services. That new model may be an expanded Passport-style program in which participants and their families receive an individualized amount to spend as they see fit. If this happens, CLRCS will then be in competition with other service providers in offering day supports.

1.5 People Served & Families

People Served

It is difficult to quantify the number of people living in the area who are not currently served by CLRCS or the services they need, since the only data that is available is held by the local office of Developmental Services Ontario, includes only those who have contacted the DSO and is not shared with service providers.

The only data currently available is that there are 9 people deemed to have “urgent” need for service in Renfrew County and who might be serviced by one of the Community Living organizations (Madawaska, Upper Ottawa Valley and Renfrew County South) and L’Arche. However, it seems reasonable to conclude that there is a significant number of people not served who would like to be served and that the stumbling block is lack of funding from the Ministry of Children, Community and Social Services.

Self-Advocates Committee

Self-advocates are people with a developmental disability who speak for themselves and on behalf of other people with developmental disabilities. Through the Committee, they:

- Discuss and make suggestions for action by the Board of Directors on policies and issues that affect individuals receiving supports and services
- Make sure that Community Living actively involves self-advocates in decisions that affects their lives
- Set-up Work Groups that look at specific issues about rights and fair treatment, needs and interests of people supported by Community Living Renfrew County South

Families

There are approximately 48 families involved with CLRCS on behalf of their family members. Their level of involvement with their family member and with CLRCS varies substantially.

2. Services

CLRCS provides a range of services to adults who have developmental disabilities and who live in Renfrew, Arnprior and surrounding areas.

Those services include three accommodations options: Supported Group Living, Supported Independent Living and Associate Family Home, along with Community Participation Supports and Respite. It also offers information and referral assistance for people not currently receiving supports.

The key features of CLRCS' services are as follows:

Supported Group Living

- Individuals are supported in eight group homes in Renfrew and Arnprior
- Group homes accommodate two to four people each
- Seven day per week and overnight support is provided
- Individuals receive assistance with daily living

Supported Independent Living

- Support is provided in the client's own home
- The types and amounts of support are based on an individual's needs
- Supports may include assistance with personal care, home-making, shopping, financial management and meal preparation

Associate Family Home

- A family home environment selected to match the needs of the individual
- 24 hour/7 day per week support is provided
- Carefully screened for a high standard of care

Community Participation Supports

Community Participation Supports facilitates the involvement of adults with developmental disabilities in day, evening and weekend activities in their communities. This is accomplished through person-centred planning and goal setting based on each person's desired personal outcomes. The intent of the program is to make it possible for all individuals to be active citizens and make meaningful contributions to their community.

Respite

Respite is temporary, short-term relief for families of an adult with a developmental disability. Substitute support is provided by workers selected by the caregivers. Caregivers may choose to receive respite supports in their own home or in one of the two respite apartments maintained

by Community Living Renfrew County South. For individuals requiring accessibility, the respite apartment in Arnprior is fully accessible. Respite may be as brief as a few hours or may extend to a week and is determined by the caregiver. CLRCS provides funding while it is the responsibility of the family to retain the support staff.

Summer Camp

The summer camp program involves hiring students to support children attending summer camps run by community organizations. It is funded by CLRCS' annual golf tournament.

Number of people served

Accommodations - 61

- Supported Group Living - 29
- Supported Independent Living - 31
- Associate Family Home - 1

Community Participation Supports – 95

Respite – 4

Summer Camp – 26

Effectiveness of CLRCS' Services

According to 105 respondents to the survey of families, staff, management, Board of Directors and other organizations, the effectiveness of the various services and the organization as a whole in meeting the needs of individuals supported was rated as follows:

CLRCS as an organization: 68% (Very effective – 19%, Effective – 49%)

Supported Group Living: 66% (Very effective – 24%, Effective - 42%)

Supported Independent Living: 57% (Very effective – 12%, Effective – 45%)

Associate Family Home: 48% (Very effective – 6%, Effective – 42%)

Community Participation Supports: 50% (Very effective – 16%, Effective – 34%)

Respite: 43% (Very effective – 13%, Effective – 30%)

(For more about the survey, see the Appendix.)

3. Resources

1. Staff

CLRCS now employs 109 staff, mostly in direct services. Six are in SIL, 80 in supported group living and 14 in community participation. Management and administration include 9 more.

70% of survey respondents rated the work of CLRCS' staff in providing the various services CLRCS offers as very effective (28%) or effective (42%).

44% of survey respondents said there were changes or additions that could be made to the work of CLRCS staff that would make them more effective in meeting the needs of people supported by CLRCS?

The key message from stakeholders related to staffing referenced continuing staff shortages and their impact on services and staff.

2. Facilities

CLRCS' facilities include:

- 2 offices, one in Renfrew and one in Arnprior
- 2 condos, 1 duplex (rented), 2 homes in Arnprior and 4 in Renfrew
- 1 respite rental apartment

62% of survey respondents said CLRCS' facilities were very effective (9%) or effective (53%) in supporting the needs of the organization.

47% of survey respondents said there were changes or additions that could be made to CLRCS' facilities that would make them more effective in meeting the needs of people supported by CLRCS or of CLRCS' employees.

3. Administration

Administrative services include Office, Accounting, HR and IT. There are currently two administrative staff, an administrative assistant and an accounting clerk. The HR Assistant position is vacant.

49% of survey respondents said that CLRCS' administrative functions are either very effective (3%) or effective (46%) in supporting the work of the organization.

4. Management

There are currently 7 management positions including Executive Director, 5 Managers of Supports and Services and an HR Manager.

45% of survey respondents said that the work of the CLRCS' management team in managing the organization was very effective (13%) or effective (32%).

5. Board of Directors

There are currently nine members of the Board of Directors. Officer positions are President and Treasurer.

38% of survey respondents rated the Board as very effective (10%) or effective (28%) in providing leadership, oversight and managing itself

6. Partnerships

CLRCS engages in a number of partnerships to enhance its service capacity.

53% of survey responses said that CLRCS partnerships have been effective.

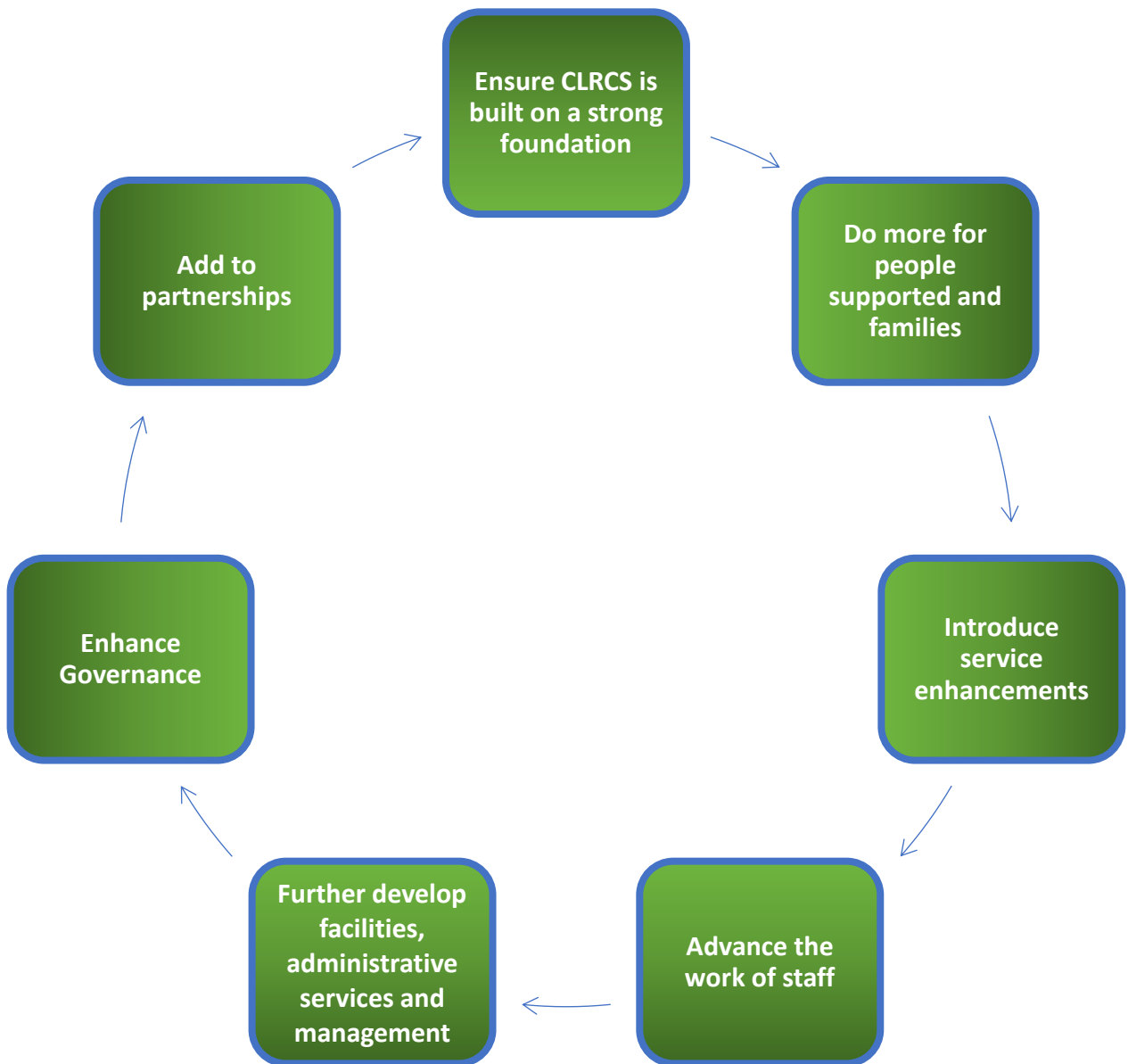
7. Whole Organization

68% of survey respondents rated CLRCS as very effective (19%) or effective (49%) as an organization that offers services to people with developmental disabilities and their families.



Next Up: Strategic Priorities

From all the input provided by the stakeholders, these priorities for action areas emerged:



Priority 1:

ENSURE CLRCS IS BUILT ON A STRONG FOUNDATION

Goal 1

Create a mission statement that powers CLRCS forward.

Key Action

1. Create a mission statement that explains what CLRCS does in a few words – e.g. “Empowering people with diverse abilities to determine the life they want”

Goal 2

Refine CLRCS’ Values.

Key Actions

1. Update CLRCS’ values statements by focusing on ideas that relate to the work of employees and the Board of Directors and that everyone in the organization needs to ascribe to (e.g. respect, transparency, diversity).
2. Explain what each value means.
3. Take action to ensure the values are adhered to and therefore impact the day-to-day work of the organization.
4. Set a goal for increasing the percentage of stakeholders who believe that CLRCS has successfully incorporated its values into its everyday work beyond the current 47% and monitor for success on a regular basis.

Goal 3

Ensure Mission and Values statements impact the organization’s day-to-day work.

Key Actions

1. Develop more detailed explanations of the Mission and Values to accompany them so their meaning is clear.
2. Ensure the elaboration of the Mission statement includes both the supports CLRCS is able to offer with the resources at its disposal and the supports it is unable to offer, either because of lack of resources or because of policies of the funder of MCCSS’ services, the Ministry of Children, Community and Social Services.

3. Display the Mission and Values prominently within the organization and promote them continuously.
4. Through the Community Relations and Fundraising Committee, ensure CLRCS continuously informs the broader community of its Mission and promotes its efforts to fulfill it.
5. Identify the role that the Board will play as ambassadors and advocates for CLRCS' Mission and take action to fulfil that role.
6. Test each new operational plan and initiative as they are being developed against the Mission and Values.
7. Set a goal for increasing the percentage of stakeholders who believe that CLRCS is either successful or very successful in fulfilling its Mission, beyond the current 57%, and monitor for success on a regular basis.

Goal 4

Develop a unique brand for CLRCS.

Key Action

1. Confirm "Person Centred Person Directed" as CLRCS' brand.
 - Develop an explanation of what these terms mean for CLRCS and share it with staff, people supported and families.
 - In conjunction with the above, also explain the organization's position on the dignity and threshold of risk.
 - Promote CLRCS based on the above.

Goal 5

Raise CLRCS' profile.

Key Action

1. Increase CLRCS' community profile through enhanced communication using social media and the website and through participation in community events, with the intent of making the community more amenable to engaging with people supported by CLRCS and to assisting CLRCS in fulfilling its mandate.
 - Engage the Community Relations and Fundraising Committee and Self-Advocates Committee in delivering on this initiative as appropriate.

Goal 6

Enhance communication with people supported by CLRCS, employees and families.

Key Actions

1. Identify the methods of communication that are preferred or works best, depending on the issue and the audience.
2. Apply the strategy to “Link and Label” in communications, so that the audience connects the information and the actions to either CLRCS’ mission, values or strategic direction.
3. Enhance CLRCS’ website including navigation, so visitors can quickly find the information they want.
4. Add to the photos and stories of the people CLRCS supports that communicate their accomplishments.
5. Explore alternative sources of funding to develop and implement a communications strategy, including through sponsorship opportunities, starting with local businesses that CLRCS does business with.

Priority 2:

DO MORE FOR PEOPLE SUPPORTED & FAMILIES

Goal 1

Make it possible for people supported by CLRCS to play a bigger role inside and outside the organization.

Key Actions

1. Ensure the Self-Advocates Group receives the support it needs to operate effectively.
2. Identify and act on opportunities for self-advocates and others with lived experience to play leadership roles at CLRCS.

Goal 2

Respond to the dilemma faced by people waiting for services and their families.

Key Actions

1. Obtain more definitive data on people waiting for services, especially from Developmental Services Ontario.
2. Advocate for increased funding to support those waiting for services.
3. Develop and implement a strategy for assisting people with developmental disabilities and their families while they wait for services.
 - Demonstrate that CLRCS understands the issues of individuals and families in our community who experience the lack of fairness and equity in their inability to access services within the developmental service system.
 - Communicate to the community the realities of the developmental disability service system, including what is beyond the control of CLRCS, and that it is working to do what it can.
4. Provide people waiting for services the opportunity to engage with CLRCS' Self-Advocates Committee.

Priority 3:

INTRODUCE SERVICE ENHANCEMENTS

Goal 1

Confirm the scope of CLRCS' services.

Key Action

1. Confirm CLRCS' commitment to supporting people with developmental disabilities throughout their lives, including by facilitating palliative care and supporting people during their final days.

Goal 2

Ensure all services align with being person centred and person directed.

Key Action

1. Review CLRCS' current service offerings to ensure they are based on the principles of being person centred and person directed, and make changes as needed.

Goal 3

Further enhance CLRCS' service quality.

Key Actions

1. Re-institute the use of Personal Outcomes Measures (POMs).
 - As part of the process, identify other organizations using POMs, network with them and take advantage of their experience.
 - Utilize the data produced as a key indicator of service and organizational quality and to promote CLRCS with families and other community members.
 - Along with POMs, introduce the Basic Assurances to both employees and the Board of Directors and ensure they are met.
 - Enhance communication with the families of people supported by CLRCS about POMs and their use.
2. Initiate actions that will move CLRCS towards the longer-term goal of accreditation.
3. Set a goal for the percentage of stakeholders who believe that CLRCS is successful in utilizing POMs and Basic Assurances beyond the current 53% and periodically measure for success.

Goal 4

Respond to MCCSS' *Journey to Belonging* policy initiative with changes as needed.

Key Actions

1. Provide ongoing education and updates on *Journey to Belonging*, the long-term policy initiative of CLRCS' funder, the Ministry of Children, Community and Social Services.
2. Ensure CLRCS' services are aligned with the key elements of *Journey to Belonging* – e.g. self-directed supports and individualized funding.
3. Ensure the link between changes made by CLRCS to its services and MCCSS' *Journey to Belonging* is explained and understood.
4. Prepare to compete with other service providers in advance of the introduction of *Journey to Belonging*, including by introducing fee-based services. (Note: *Journey to Belonging* is expected to include individualized funding and supports. That will result in CLRCS competing for business instead of being the sole service provider in its catchment area.)
5. Advocate for changes to those aspects of the *Journey to Belonging* policy that may be problematic, as identified by the management team, either directly with government or through umbrella groups such as Community Living Ontario and OASIS.
6. Continue to monitor the progress of *Journey to Belonging* and respond as needed.

Goal 5

Further enhance CLRCS' services (Supported Group Living, Supported Independent Living, Associate Family Home, Respite, Community Participation and Summer Camp).

Key Actions

1. Building on the input provided by CLRCS' stakeholders (i.e. people supported, families, employees, Board of Directors and community partners), enhance Supported Group Living, Supported Independent Living, Associate Family Home, Respite, Community Participation and Summer Camp.
2. Develop and implement a strategy for meeting the needs of individuals supported by CLRCS who are aging, to allow aging in place and to prevent referral to long-term care.
3. Set goals for increasing the percentage of stakeholders who believe that the services offered by CLRCS are effective in meeting the needs of the people it serves, beyond the current numbers listed below:
 - Supported Group Living: 66%
 - Supported Independent Living: 57%
 - Associate Family Home: 48%
 - Community Participation Supports: 50%
 - Respite: 43%.

Priority 4:

ADVANCE THE WORK OF STAFF

Goal 1

Develop and implement a comprehensive strategy for further enhancing the work of staff, with particular emphasis on having a full staff complement that ensures all necessary shifts are filled.

Key Actions

1. Use the input provided by CLRCS' stakeholders (i.e. people supported, families, employees, Board of Directors and community partners) to address the following:
 - Recruitment and retention
 - Duties
 - Support and supervision
 - Development
 - Performance
 - Acknowledgement
 - Decision-making
 - Communication with staff and with families.

2. Place special emphasis on:
 - Recruitment and retention
 - Support to staff that optimizes their effectiveness
 - Acknowledging the contribution of staff and celebrating their achievements.
 - Communication with staff and engagement in decision-making.
 - Acknowledging the contribution of staff and celebrating their achievements.

3. Increase stakeholders' rating of the effectiveness of the work of staff.
 - Set a goal for increasing the percentage of stakeholders who believe that the work of CLRCS' staff is effective in meeting the needs of the people it serves beyond the current 70% and monitor progress on a regular basis.

Priority 5:

FURTHER DEVELOP CLRCS' FACILITIES, ADMINISTRATIVE SERVICES AND MANAGEMENT

Goal 1

Enhance CLRCS' facilities.

Key Actions

1. Develop and implement a strategy for obtaining more functional office space in Renfrew and for disposing of the current building.
2. Give consideration to developing and implementing a strategy for reducing the number of houses, condos, apartments and vehicles owned by CLRCS in favour of renting/leasing:
 - Research how other organizations are handling these same issues with housing and associated supports, including related to funding they have accessed e.g. federal affordable housing funding.
 - Foster more partnerships with developers to build suitable housing that we in turn rent from them.
 - Review how resources are being deployed to support people so that people get what they need but we're not overlapping or double staffing.
3. Set a goal for increasing the percentage of stakeholders who believe that CLRCS' facilities are effective in supporting the needs of the organization beyond the current 62% and monitor progress on a regular basis.

Goal 2

Strengthen CLRCS's administrative services.

Key Actions

1. Research and introduce new technologies for the various administrative functions including Finance and HR.
2. Increase training for staff and management related to diversity, equity and inclusion.
3. Ensure families are continuously informed about the various administrative functions and personnel.

4. Set a goal for increasing the percentage of stakeholders who believe that CLRCS' administrative staff are effective in supporting the needs of the organization beyond the current rating of 49% and monitor progress on a regular basis.

Goal 3

Increase management communication, presence and engagement with staff, individuals and families.

Key Actions

1. Enhance management's contribution to service delivery by instituting suggestions from CLRCS' stakeholders in the development of the strategic plan.
 - Place particular emphasis on increasing the presence of the managers in the various service areas so staff can benefit from their knowledge and guidance, including through supervision, training and support.
 - Address the need for all management team members to work on-site.

Goal 4

Increase management's effectiveness rating.

Key Actions

1. Set a goal for increasing the percentage of stakeholders who believe that CLRCS' management is effective in managing the organization beyond the current 45% and monitor progress on a regular basis.
2. Set a goal for increasing the percentage of stakeholders who believe that CLRCS is effective as an organization that offers services to people with developmental disabilities and their families beyond the current rating of 68% and monitor progress on a regular basis.

Priority 6: ENHANCE GOVERNANCE

Goal 1

Take steps to make the work of the Board of Directors even better.

Key Actions

Role of the Board

1. Complete a review and update of Board policies, including the role of the board as a whole and of individual members.
 - Ensure all members are orientated to the updated policies.
 - Communicate the role of the Board to CLRCS' stakeholders.
 - Include the statement that governance is a collaborative effort led by the Board and the Executive Director.
2. Commit the Board to playing a greater role in governance as set out below, including by obtaining information and input from the Executive Director and management as needed.
3. Delegate to the Strategic Planning Committee the responsibility for ensuring the implementation, monitoring and adjustment of the strategic plan as well as for other governance actions. Embed those actions in a Board calendar to guide the Board's work through the year. Include in the calendar actions such as updating the bylaw and Board policies, recruiting new members and evaluating the performance of the Executive Director.

Training

4. Provide all new Board members with a complete orientation to the organization, its services and the role of Board member.
5. Provide all board members with training in diversity, equity and inclusion.

Operation

6. Explore ways to spread the Board's workload equally among its members.

Advocacy

7. Identify and act on issues that would be advanced through advocacy from the Board of Directors, including the *Journey to Belonging* policy initiative.

Reporting

8. Produce an annual report and publish it on the CLRCS website.

Executive Director Relations

9. Ensure CLRCS is competitive in its compensation of the Executive Director position.

Effectiveness

10. Set a goal for increasing the percentage of stakeholders who believe that CLRCS' Board of Directors is effective in managing the organization beyond the current rating of 38% and monitor for progress.

Priority 7: ADD TO PARTNERSHIPS

Goal 1

Create a range of new partnerships as a way of adding to CLRCS' contribution to its communities.

Key Actions

1. Continue with current efforts to partner on administrative capacity, training, messaging, recruitment and leadership development with other service organizations.
2. Build on existing partnerships and seek out new ones with other community organizations, especially those that add to CLRCS' capacity and that contribute directly to the inclusion of people supported by CLRCS.
3. Approach local business owners/operators for assistance in providing employment opportunities for people supported by CLRCS.
4. Set a goal for increasing the percentage of stakeholders who believe that CLRCS is effective in partnering with other organizations from the current rating of 53% and monitor progress on a regular basis.



The “New” CLRCS in 2027

Fast forward to 2027, when everything has been done: the “new” CLRCS has changed in many ways.

Positioning

- Its theme of being People Centred and People Directed has been promoted and reinforced by three years of action. This is now its brand, what it is known for.
- CLRCS has a new vision and mission that help centre the work of the organization.
- Its updated values inform the day-to-day work of employees and the Board of Directors.
- CLRCS has a higher profile in the community.
- Its stakeholders are better informed regarding what CLRCS is accomplishing on behalf of the people it supports, their families and the community.

People Supported and Families

- People supported by CLRCS have more opportunities to use their talents within and outside the organization.
- While they wait for services, individuals with developmental disabilities living in the area but not served by CLRCS, along with their families, are being assisted by CLRCS.

Services

- CLRCS is guided by its commitment to provide support throughout each person’s life.
- All services align with being person centred and person directed.
- Services are even better through the use of Personal Outcomes Measures and through changes made that were based on suggestions from stakeholders during in the development of the strategic plan.
- The government’s new policy initiative “Journey to Belonging” has been monitored and changes have been made at CLRCS as a result.

Staffing

- There are no more gaps in the availability of staff.
- Employees are well-supported and their contribution continuously acknowledged.

Facilities & Administration

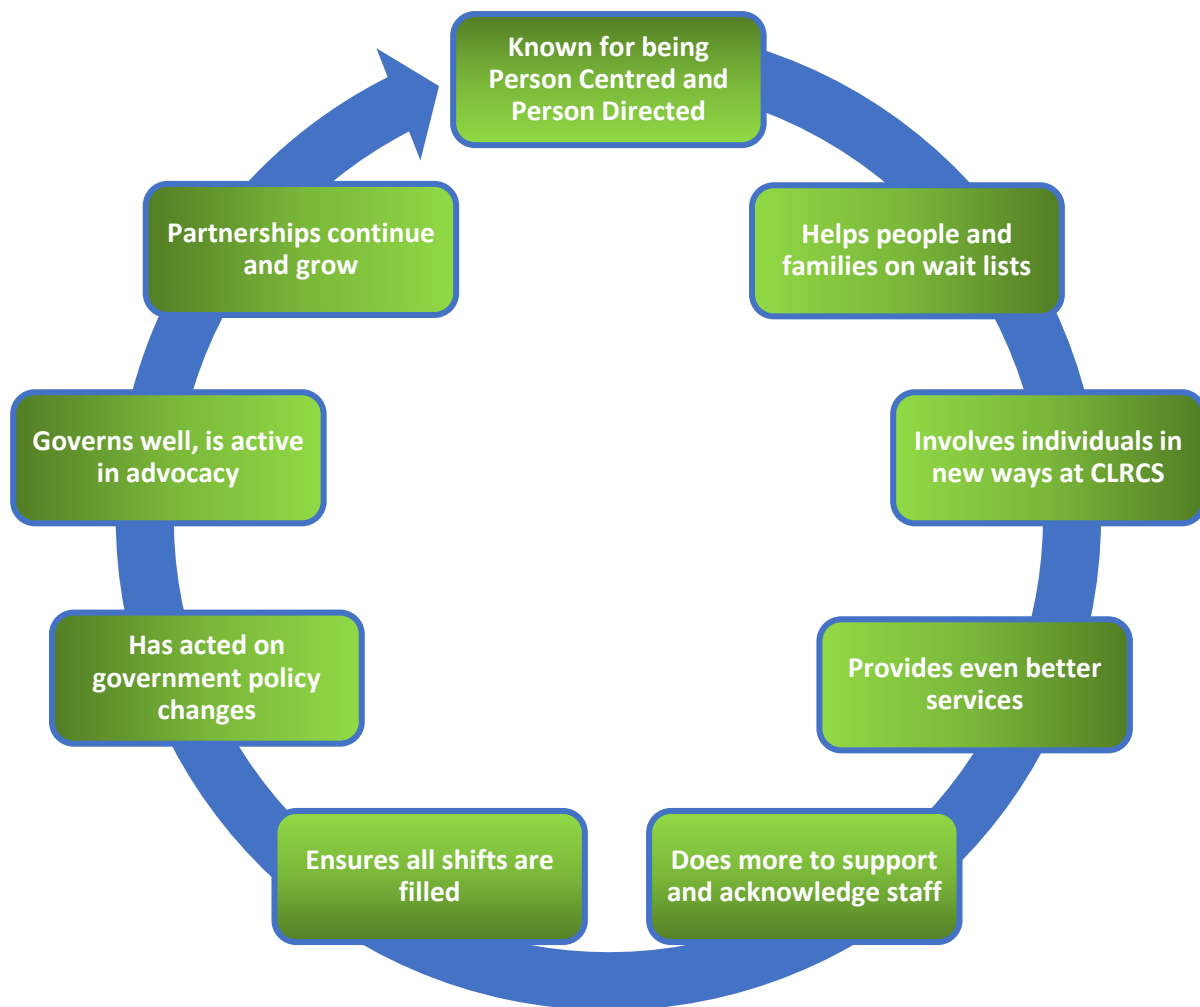
- CLRCS has better facilities, including a different building in Renfrew and has a new property strategy in place.
- The organization has introduced new technologies to enhance its administrative services.

Governance

- The Board of Directors provides enhanced leadership and oversight through the use of its updated policies, improved orientation of new members, an equal distribution of workload and more engagement in advocacy.
- The Board has ensured the implementation of the strategic plan and has reported on the organization’s success.

Partnerships

- CLRCS has added to its partnership and enhanced its existing ones, including in the areas of administrative capacity, training, recruitment and leadership development.



Appendix – Survey Results

Survey

105 survey responses

Contributors

83 responses provided a description of the person's connection to CLRCS:

I am a family member/guardian/friend of a person receiving services from CLRCS – 31/37%

I am a staff member of CLRCS (other than management) – 28/34%

I am part of the management team of CLRCS - 3/4%

I am a member of the Board of Directors of CLRCS – 4/5%

I am part of another organization that works with CLRCS – 3/4%

Other (please explain below) – 9/11%

I prefer not to say – 10/12%

Mission

CLRCS' mission reads: "Working with others to improve the quality of life for people with developmental disabilities.". How familiar are you with this mission statement?

105 respondents

Very familiar – 66%

Familiar – 28%

Combined – 94%

Neither familiar nor unfamiliar -2%

Unfamiliar – 1%

Very unfamiliar – 3%

Don't know/Can't say – 1%

A mission is meant to explain the purpose of the organization. To what extent do you agree that "working together with others to improve the quality of life for people with developmental disabilities" explains what CLRCS does?

105 respondents

Strongly agree – 33%

Agree – 37%

Combined – 70%

Neither agree nor disagree – 17%
Disagree – 9%
Strongly disagree – 3%
Don't know/Can't say – 1%

How successful has CLRCS been in "working together with others to improve the quality of life for people with developmental disabilities"?

104 respondents

Very successful – 13%
Successful – 44%
Combined – 57%
Neither successful nor unsuccessful – 24%
Unsuccessful – 13%
Very unsuccessful – 3%
Don't know/Can't say – 3%

Should CLRCS' mission statement be changed or replaced? If yes, please note your ideas for change or replacement in the box below.

101 respondents

Yes – 15%
No – 62%
Don't know/Can't say – 23%

Values

CLRCS' values include the following: Choice; Community Presence; Community Participation; Competence; and Respect. How familiar are you with these values?

94 respondents

Very familiar – 55%
Familiar – 33%
Combined – 88%
Neither familiar nor unfamiliar – 9%
Unfamiliar – 2%
Very unfamiliar – 1%
Don't know/Can't say – 0%

To what extent do you agree with these values?

94 respondents

Strongly agree – 40%

Agree – 44%

Combined – 84%

Neither agree nor disagree – 13%

Disagree – 2%

Strongly disagree – 1%

Don't know/Can't say – 0%

How successful has CLRCS been in incorporating these values into its everyday work?

92 respondents

Very successful – 12%

Successful – 35%

Combined – 47%

Neither successful nor unsuccessful – 27%

Unsuccessful – 16%

Very unsuccessful – 4%

Don't know/Can't say – 5%

Should any of CLRCS' values be changed or replaced? If yes, please describe those changes in the box below.

85 respondents

Yes – 20%

No – 59%

Don't know/Can't say – 21%

Services

Supported Group Living

How familiar are you with the Supported Group Living program?

91 respondents

Very familiar – 58%

Familiar – 29%

Combined - 87%

Neither familiar nor unfamiliar – 9%

Unfamiliar -2%

Very unfamiliar – 2%

Don't know/Can't say – 0%

How effective is the Supported Group Living program in meeting the needs of the people who participate in it?

91 (76) respondents

Very effective – 20%/24% (18 respondents)

Effective – 35%/42% (32 respondents)

Combined – 55%/66%

Neither effective nor ineffective – 19%/23%

Ineffective – 7%/8%

Very ineffective – 3%

Don't know/Can't say – 17%

Are there changes or additions that could be made to the Supported Group Living program that would make it more effective in meeting the needs of participants? If Yes, please describe them in the box below.

83 respondents

Yes – 45%

No – 19%

Don't know/Can't say – 36%

Supported Independent Living (SIL)

How familiar are you with the Supported Independent Living program?

91 respondents

Very familiar – 40%

Familiar – 32%

Combined – 72%

Neither familiar nor unfamiliar – 13%

Unfamiliar – 12%

Very unfamiliar – 1%

Don't know/Can't say – 2%

How effective is the Supported Independent Living program in meeting the needs of the people who participate in it?

91 respondents, 60 provided a rating

Very effective – 8%/12%

Effective – 30%/45%

Combined – 38%/57%
Neither effective nor ineffective – 18%
Ineffective – 10%
Very ineffective – 1%
Don't know/Can't say – 34%

Are there changes or additions that could be made to the Supported Independent Living program that would make it more effective in meeting the needs of participants?

88 respondents

Yes – 35%
No – 11%
Don't know/Can't say – 53%

Associate Family Home

How familiar are you with the Associate Family Home program?

91 respondents

Very familiar – 11%
Familiar – 22%
Combined – 33%
Neither familiar nor unfamiliar – 16%
Unfamiliar – 32%
Very unfamiliar – 9%
Don't know/Can't say – 10%

How effective is the Associate Family Home program in meeting the needs of the people who participate in it?

91/29 respondents

Very effective – 2%/6%
Effective – 13%/42%
Combined – 15%/48%
Neither effective nor ineffective – 14%/45%
Ineffective – 2%/6%
Very ineffective – 0%
Don't know/Can't say – 68%

Are there changes or additions that could be made to the Associate Family Home program that would make it more effective in meeting the needs of participants?

86 respondents

Yes – 9

No – 4

Don't know/Can't say – 73

New residential options

Are there new residential options you would like CLRCS to consider for the people the organization supports?

83 respondents

Yes – 37%

No – 18%

Don't know/Can't say - 45%

Community Participation Supports

How familiar are you with the Community Participation Supports program?

88 respondents

Very familiar – 52%

Familiar – 34%

Combined – 86%

Neither familiar nor unfamiliar – 8%

Unfamiliar – 5%

Very unfamiliar – 1%

Don't know/Can't say – 0%

How effective is the Community Participation Supports program in meeting the needs of people involved in it?

88/74 responses

Very effective – 14%/16%

Effective – 28%/34%

Combined – 42%/50%

Neither effective nor ineffective – 26%/31%

Ineffective – 13%/15%

Very ineffective – 3%/4%

Don't know/Can't say – 16%

Are there changes or additions that could be made to the Community Participation Supports program that would make it more effective in meeting the needs of those involved?

81 respondents

Yes – 52%

No – 16%

Don't know/Can't say – 32%

Respite

How familiar are you with the Respite program?

88 respondents

Very familiar – 23%

Familiar – 24%

Neither familiar nor unfamiliar – 17%

Unfamiliar – 25%

Very unfamiliar – 2%

Don't know/Can't say – 9%

How effective is the Respite program in meeting the needs of people and families participating in it?

88/40 responses

Very effective – 6%/13%

Effective – 14%/30%

Combined – 20%/43%

Neither effective nor ineffective – 16%/35%

Ineffective – 8%/18%

Very ineffective – 2%/5%

Don't know/Can't say – 55%

Are there changes or additions that could be made to the Respite program that would make it more effective in meeting the needs of participants?

80/29 respondents

Yes – 18%

No – 19%

Don't know/Can't say – 64%

Personal Outcome Measures

How familiar are you with Personal Outcome Measures and their use at CLRCS?

87 respondents

Very familiar – 32%

Familiar – 32%

Combined – 64%

Neither familiar nor unfamiliar – 13%

Unfamiliar – 13%

Very unfamiliar – 7%

Don't know/Can't say – 3%

How effective is the use of Personal Outcomes Measures in providing quality supports?

87/66 respondents

Very effective – 14%/18%

Effective – 26%/35%

Combined – 40%/53%

Neither effective nor ineffective – 22%/29%

Ineffective – 8%/11%

Very ineffective – 6%/8%

Don't know/Can't say – 24%

Are there changes that could be made to the Personal Outcome Measures and their use that would make CLRCS' services more effective

84 respondents

Yes – 27%

No – 24%

Don't know/Can't say – 49%

Infrastructure

Staff

How familiar are you with the work of CLRCS staff (non-management)?

87 respondents

Very familiar – 59%

Familiar – 30%

Combined – 89%

Neither familiar nor unfamiliar – 7%

Unfamiliar – 2%

Very unfamiliar – 1%
Don't know/Can't say – 1%

How effective is the work of CLRCS' staff in providing the various services CLRCS offers?
83/78 respondents

Very effective – 27%/28%
Effective – 40%/42%
Combined – 67%/70%
Neither effective nor ineffective – 19%/21%
Ineffective – 6%/7%
Very ineffective – 2%/3%
Don't know/Can't say – 6%

Are there changes or additions that could be made to the work of CLRCS staff that would make it more effective in meeting the needs of people supported by CLRCS?
79 respondents

Yes – 44%
No – 18%
Don't know/Can't say – 38%

Facilities

Familiarity with CLRCS' facilities
86 respondents

Very familiar – 51%
Familiar – 41%
Combined - 92%
Neither familiar nor unfamiliar – 5%
Unfamiliar – 2%
Very unfamiliar – 1%
Don't know/Can't say - 0

How effective are CLRCS' facilities in supporting the work of the organization?
85/78 respondents

Very effective – 8%/9%
Effective – 48%/53%
Combined – 56%/62%
Neither effective nor ineffective – 25%/27%
Ineffective – 9%/10%

Very ineffective – 1%/1%
Don't know/Can't say – 8%

Are there changes or additions that could be made to CLRCS' facilities that would make them more effective in meeting the needs of people supported by CLRCS or of CLRCS' employees?

78 respondents

Yes – 47%
No – 21%
Don't know/Can't say – 32%

Administration

How familiar are you with the various administrative functions at CLRCS?

85 responses

Very familiar – 28%
Familiar – 29%
Combined – 57%
Neither familiar nor unfamiliar – 24%
Unfamiliar – 13%
Very unfamiliar – 2%
Don't know/Can't say – 4%

How effective are CLRCS' administrative functions in supporting the work of the organization?

84 responses

Very effective – 2%/3%
Effective – 33%/46%
Combined – 35%/49%
Neither effective nor ineffective – 27%/38%
Ineffective – 7%/10%
Very ineffective – 2%/3%
Don't know/Can't say – 27%

Are there changes or additions that could be made to CLRCS' administrative functions that would make them more effective in meeting the needs of people supported by CLRCS or of CLRCS' employees?

75 respondents

Yes – 33%
No – 16%
Don't know/Can't say - 51%

Management

How familiar are you with the various management positions at CLRCS and their work?

84 responses

Very familiar – 36%

Familiar – 32%

Combined – 68%

Neither familiar nor unfamiliar – 18%

Unfamiliar – 11%

Very unfamiliar – 2%

Don't know/Can't say – 1%

How effective is the work of the CLRCS' management team in managing the organization?

82/68 responses

Very effective – 11%/13%

Effective – 27%/32%

Combined – 38%/45%

Neither effective nor ineffective – 28%/34%

Ineffective – 11%/13%

Very ineffective – 6%/7%

Don't know/Can't say – 17%

Are there changes or additions that could be made to the work of CLRCS' management team that would make CLRCS more effective in meeting the needs of people supported by CLRCS or of CLRCS' employees?

76 responses

Yes – 42%

No – 17%

Don't know/Can't say – 41%

Board of Directors

How familiar are you with the Board of Directors and its work?

85 responses

Very familiar – 14%

Familiar – 26%

Combined – 40%

Neither familiar nor unfamiliar – 28%

Unfamiliar – 18%
Very unfamiliar – 7%
Don't know/Can't say – 7%

How effective is the Board of Directors in providing leadership, oversight and managing itself?
84/50 responses

Very effective – 6%/10%
Effective – 17%/28%
Combined – 23%/38%
Neither effective nor ineffective – 25%/42%
Ineffective – 7%/12%
Very ineffective – 5%/8%
Don't know/Can't say – 41%

Changes or additions that could be made to CLRCS' Board of Directors and its work that would make it more effective?
78 responses

Yes – 28%
No – 18%
Don't know/Can't say – 54%

Partnerships

How familiar are you with the various partnerships that CLRCS has established?
84 responses

Very familiar – 8%
Familiar – 25%
Combined – 33%
Neither familiar nor unfamiliar – 35%
Unfamiliar – 21%
Very unfamiliar – 6%
Don't know/Can't say – 5%

How effective have those partnerships been?
84/38 responses

Very effective – 5%/11%
Effective – 19%/42%
Combined – 24%/53%
Neither effective nor ineffective – 19%/42%

Ineffective – 2%/5%
Very ineffective – 0%
Don't know/Can't say -55%

Are there changes or additions that could be made to CLRCS' partnerships that would make them more effective?

76 responses

Yes – 18%
No – 17%
Don't know/Can't say – 65%

Whole Organization

Overall Rating

What is your overall rating for the effectiveness of CLRCS as an organization that offers services to people with developmental disabilities and their families?

82 responses

Very effective – 18%/19%
Effective – 48%/49%
Combined – 66%/68%
Neither effective nor ineffective - 22%/23%
Ineffective – 4%/4%
Very ineffective – 5%/5%
Don't know/Can't say – 4%