
ORGANIZING FOR THE FUTURE



Strategic Plan

Action Plans and Timelines

2019 – 2024

Strategic Goal Area: **Vision and Planning**

Topic	Actions	Timeline	Is Anyone Better Off?
<p>Government Policy and Legal Reform</p>	<ol style="list-style-type: none"> 1. Advocate for increased regulation of the 'informal' private supports sector. 2. Continue to partner with other organizations locally and provincially to advance the concerns of quality supports due to the expanding private sector. 3. Engage in advocacy with MCCSS for: <ol style="list-style-type: none"> a) decreased detail codes to give greater funding flexibility for people and families; b) more individualized funding options and resources for families; c) funding models that do not 'incentivize' congregate living or supports; d) funding for independent planning supports/independent facilitation and microboards. 4. Engage in and provide leadership in a provincial project related to Supported Decision Making that will serve to assist people to exercise legal capacity in their personal, health care, and financial decision making as an alternative to substitute decision making and guardianship. Lessons learned will contribute to a provincial law and policy reform agenda in partnership with Community Living Ontario and IRIS (The Institute for Research and Development on Inclusion and Society). 	<p>Immediate and ongoing Immediate and ongoing</p> <p>Immediate and ongoing</p> <p>Immediate and ongoing</p>	<p>People and families report easier access to affordable supports and less concern about quality or philosophy of providers.</p> <p>Provincial regulatory and policy change reflects support for individualized funding, independent planning, microboards and disincentivizes congregate living and supports.</p> <p>People will exercise legal capacity in their personal, health care, and financial decision making as an alternative to substitute decision making and guardianship.</p>
<p>Keeping the History Alive for People Supported</p>	<ol style="list-style-type: none"> 1. Implement strategies to retain the memories, history and attitudes about the lived experience of people with an intellectual disability and why Community Living Windsor must work to promote community inclusion, independence and rights and responsibilities to live as full citizens by: <ol style="list-style-type: none"> a) Showing "The Freedom Tour" video to new and current employees, board members, volunteers, and community partners. b) Participating in the Ministry's "Ten Years After" project to advocate for retaining the history and learnings of the institutionalization of people with disabilities and creating a tool or social profile timeline, with support from People First, for self-advocates to help capture and share their memories. 	<p>Immediate and ongoing</p>	<p>People still talk about the history of institutionalization and of Community Living Windsor: staff, board, management, people, families, government, allies, strategic partners.</p>

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Keeping the History Alive for the Organization	<ol style="list-style-type: none"> 2. Create a tool like a 'TedX' for people, families, employees and board members to share stories as a means to retain the history of Community Living Windsor. 	Immediate and ongoing	People, families and staff report value from the shared stories.
Capacita Project in Nicaragua	<ol style="list-style-type: none"> 1. Develop a five-year plan for future involvement in Nicaragua supporting people with disabilities and their families. 2. Identify who at Community Living Windsor will be the core leader for ongoing efforts. 3. Explore opportunities for partnerships in and outside of Nicaragua for project sustainability. 4. Capture the history of Community Living Windsor's role in the development of the Capacita project. 5. Review relevance of Capacita website based on implementation of five-year plan objectives. 6. Communicate to all Capacita stakeholders any new objectives of Community Living Windsor's involvement in supporting people with disabilities and their families in Nicaragua. 	<1 year	<p>People supported and their families in Nicaragua have support to access the basic necessities of life.</p> <p>Growth in local infrastructure.</p> <p>Growth in local self-support.</p>
Microboards and Microboards Ontario	<ol style="list-style-type: none"> 1. Promote and create a support system for microboards by remaining formally connected as a board member of Microboards Ontario and to the local and provincial development team. 2. Provide "in-kind" administrative support to Microboards Ontario. 3. Participate in and promote the value and philosophy of microboards at provincial gatherings, conferences and with MCCSS. 4. Advocate for MCCSS recognition of and direct funding to microboards and as a tool for supported decision making. 5. Advocate for MCCSS to provide annualized, administrative funding support to individual microboards. 	Immediate and ongoing.	<p>Microboards are growing in Ontario and in Windsor.</p> <p>Official recognition of microboards as a transfer payment agency of MCCSS.</p> <p>Key messages to issues are formulated where possible/appropriate in partnership with Windsor Essex Family Network, Windsor Essex Brokerage and People First.</p>

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Topic	Actions	Timeline	Is Anyone Better Off?
<p>Increase Community Inclusion</p>	<ol style="list-style-type: none"> 1. Develop a broader community relations/engagement strategy. 2. Identify local champions who can promote inclusion. 3. Identify strategic partners in community projects such as transportation and transit planning, accessibility issues, housing, education, etc. 4. Assist people supported to participate in more community initiatives, committees, events, activities, etc. 5. Update “Around Every Corner” video. 	<p>1-2 years</p>	<p>Visibility of people exercising their voices (greater numbers of visible advocates).</p> <p>Single resource/calendar for the community that is more comprehensive to support people to participate in broad community activities.</p> <p>More community champions working with people and Community Living Windsor.</p> <p>People can see the things they advocated for in community/government decisions.</p>

Strategic Goal Area: **Organizational Operations**

Topic	Actions	Timeline	Is Anyone Better Off?
<p>Technological Advances and Innovation</p>	<ol style="list-style-type: none"> 1. Identify and promote technology resources that can promote and support independence. 2. Create and equip a team to support people in the proposed transitional/respite unit with the Windsor Essex Community Housing Corporation who are learning to use technology and moving to more independence. 3. Promote EnablingTech.ca locally and provincially. 4. Internally allocate funding for technology. 5. Develop a technology team/project in partnership with local technology experts. 6. Build a technology room to demonstrate tools for people and families at Enterprise Way and/or the Safety Village building. 7. Develop capacity and allocate funds to provide tech support to people and families who are using more advanced support technologies. 8. Promote Awake Labs partnership and the development of a wearable <i>Anxiety Meter</i>. 9. Participate in the Awake Labs research project with Holland Bloorview Kids Rehabilitation Hospital (with support from the Ontario Brain Institute) to bring the <i>Anxiety Meter</i> to people with intellectual disabilities that will allow them to be supported appropriately and address anxiety before it escalates. 	<p>1-3 years</p>	<p>People have acquired and are using technology.</p> <p>People report that they are more independent or happy as a result of the technology.</p> <p>People report that they have achieved the goal that they wanted from the technology.</p> <p>Government includes a technology line for funding.</p> <p>Community Living Windsor has a budget line for technology.</p> <p>People report decreased levels of anxiety and increased community connections.</p>
<p>Plan for Increased Need for Dementia/Aging Related Supports</p>	<ol style="list-style-type: none"> 1. Build or renovate homes with appropriate design for aging utilizing experience through the development of an “in-house” team. 2. Create and foster capacity for palliative care planning for people and families. 3. Build partnerships with agencies that provide support for people supported and employees to address issues related to dementia and grief/loss. 	<p><1 yr. to commence project planning</p>	<p>People stay in their homes longer as they age or develop symptoms of dementia.</p> <p>More people choose to pass away at home.</p> <p>Staff report greater comfort with working with people with symptoms of dementia.</p> <p>Less need for urgent responses to developing dementia.</p>

Strategic Goal Area: **Organizational Operations**

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Staffing	<ol style="list-style-type: none"> 1. Develop creative approaches/strategies to strengthen employees' feelings that their work is more than just a job, including approaches to: <ol style="list-style-type: none"> a) Reinforce with employees that their skills carry out important work for others in our community; b) Celebrate and recognize personal achievements and accomplishments; c) Share all that we do in our organization with all who work here as a means to strengthen understanding of our mission and vision. d) Communicate our mission, vision and values in practical ways. 2. Develop creative approaches to better recruit, invest in and retain high quality staff in all roles of the organization. 	Immediate and ongoing.	<p>Staff report more support and confidence to make decisions / solve problems. Employees report a higher level of connectedness to organization and its mission, vision and values.</p> <p>Higher retention of staff.</p> <p>Sufficient numbers of staff in all roles of the organization.</p>
Community Housing Corporation (CHC) Project	<ol style="list-style-type: none"> 1. Partner with the Windsor Essex Community Housing Corporation to acquire 4 units, including one transitional unit, to be built for respite purposes and to test technological supports for people. 	~2-3 years	<p>New people identified for 24-hour support are being redirected from 24-hour support or receive more customized support through the use of the transitional unit.</p> <p>People living in CHC units have become an 'essential' member of their neighbourhood.</p> <p>Respite unit continues to be used for respite and people move through it.</p> <p>Self-reports indicate that using the respite unit is useful.</p> <p>Transfer of use of technology to independence.</p>
Protect Autonomy of Family and Self-Advocate Groups	<ol style="list-style-type: none"> 1. Promote and support the value of independence and autonomy of family and self-advocate groups as a means to support education, innovation and change. 	ongoing	<p>Windsor Essex Family Network and People First events are regularly held and attended by family members and self-advocates.</p>

Strategic Goal Area: **Organizational Operations**

Topic	Actions	Timeline	Is Anyone Better Off?
<p>Develop Specialized Staff Support Teams</p>	<ol style="list-style-type: none"> 1. Develop and train an internal Mental Health/Addiction Support Team(s) to provide specialized support across the organization. 2. Develop and train Enhanced Support Team(s) to be able to respond to provide specialized support across the organization in challenging support situations. 3. Develop and train Conscious Care and Support (CCS) Team(s) to be able to assist in the implementation of CCS strategies for people and families supported and connected to Community Living Windsor. 	<p>~1 year</p>	<p>Fewer injuries Less lost time Less WSIB claims Less incident reports for people supported Fewer people with Enhanced Support Strategies (ESS) or on medication. More people drug free and living sober lives. CCS strategies implemented in greater number of support situations.</p>
<p>People's Plans</p>	<ol style="list-style-type: none"> 1. Promote and reinforce a culture that keep asking people supported if they would like changes in their life. 2. Identify resources that can flow annually from Community Living Windsor to Windsor Essex Brokerage for planning with people including funding for dedicated Independent Facilitators. 3. Develop internal capacity to expand options for transition for people to alternative supports. 4. Foster a culture of exploration of innovative supports, which move away from "goals/outcomes" language towards building social connections, valued roles and capturing stories to measure success. 5. Train staff on strategies to foster the development of exploring innovative supports, social connections and capturing people's stories. 	<p>Immediate communication with Brokerage ~1 yr. change the culture.</p>	<p>Use personal stories development as the measure for 'better off'. Community Living Windsor has a budget line and funding to support Windsor Essex Brokerage to have dedicated Independent Facilitators. More people supported by Community Living Windsor are accessing independent facilitation. Greater availability of Independent Facilitators. Use personal stories development as the measure for "better off". More use of "iCan".</p>

Strategic Goal Area: **Organizational Operations**

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<p>Conscious Care and Support (CCS)</p>	<ol style="list-style-type: none"> 1. Increase promotion, understanding and support for Conscious Care and Support by: <ol style="list-style-type: none"> a) Identifying and pursuing partnerships locally and provincially which will promote and assist CCS to be recognized as a best practice in the developmental services sector and beyond. b) Continuing to promote and support CCS and develop CCS support team(s) within Community Living Windsor. c) Integrate CCS approaches into the daily routines and activities of people supported by Community Living Windsor. 	<p>ongoing</p>	<p>CCS strategies implemented in greater number of support situations.</p> <p>Fewer people with Enhanced Support Strategies (ESS) or on medication.</p> <p>More people supported experiencing decreased levels of anger, anxiety and aggression.</p> <p>More people supported experiencing increased community connections.</p>
<p>Downtown Centre</p>	<ol style="list-style-type: none"> 1. Undertake an assessment to determine the appropriateness of the current Downtown Centre location due to the expanding demand in support requests. 2. Investigate the possibility of creating a hub of services where the Downtown Centre shares with allied or related service providers. Planning for a potential alternate and more accessible location would include: <ol style="list-style-type: none"> a) identify location; b) identify costs; c) identify potential partners; d) identify physical design requirements and options; e) negotiate potential partnership arrangements. 	<p>~1 - 3 years</p>	<p>People are accessing other services available in a timelier fashion.</p> <p>People are connected to Community Living Windsor through accessing other services.</p> <p>Staff report improved knowledge and connection to other services.</p>
<p>Legal Assistance of Windsor (LAW)</p>	<ol style="list-style-type: none"> 1. Collaborate with Legal Assistance of Windsor to promote the rights and responsibilities of people served/supported at Community Living Windsor. 2. Collaborate with Legal Assistance of Windsor in rights-based education events for people with an intellectual disability and their families in order to promote self-directed decisions and planning. 	<p>Less than 1 year and ongoing</p>	<p>More people supported by Community Living Windsor are accessing Legal Assistance of Windsor and/or making self-directed decisions or plans.</p>

Strategic Goal Area: **Organizational Operations**

Topic	Actions	Timeline	Is Anyone Better Off?
Communication	<ol style="list-style-type: none"> 1. Undertake a review of the internal and external methods by which Community Living Windsor communicates (i.e. newsletters, emails, social media, etc.) to members, connected families and community members to determine reach and value of present methods. <ol style="list-style-type: none"> a) Adapt methods of communication, where necessary, so all can receive relevant information in their preferred method (i.e. letter, phone call, email, Twitter, Instagram, Facebook, etc.). 2. Develop methods by which Community Living Windsor communications can assist families and people supported to independently access resources, events and activities. 3. Investigate and integrate alternate forms of communication and information sharing for Community Living Windsor employees (i.e. Microsoft teams, personal phone calls from managers, team meetings conducted via video chat or Zoom technology, etc.). 	1-2 years	<p>Improved contact analytics. More engagement in events / resources promoted through communications.</p> <p>Improved communications with employees utilizing new approaches and technologies achieving a broader reach.</p>
OASIS Conference	<ol style="list-style-type: none"> 1. Host the OASIS conference in 2021 in partnership with Community Living Essex County. 	2021	<p>OASIS conference is well attended. OASIS topics are promoted by attendees in their own work.</p>

