



**Community Living York South
Strategic Plan
2022 - 2024**

People, Team, Community!

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1.0 Executive Summary

Community Living York South Overview

Community Living York South (CLYS) is a community-based association that offers a range of services throughout York Region, to support individuals who have an intellectual disability.



The Ministry of Community and Social Services financially assists developmental services and programs that support inclusion for adults with a developmental disability and their families. These services allow individuals in York Region to live, work, participate and engage in their community.

Starting in March 2020, Community Living York South has had to pivot to put substantial operational focus and resources on managing the demands of the COVID-19 pandemic. The result was a reduced capacity to proactively work toward completing all the strategic goals laid out in the 2018 - 2020 Strategic Plan. Despite the challenges they were facing, the organization did make significant headway on a number of the goals and will refocus efforts toward completing outstanding goals as well as add new goals as needed.

A key strength of the organization is the caring and cooperative way the staff came together during the crisis to respond to the many difficulties they encountered. Nonetheless, Community Living York South maintained its focus as a learning organization and continued to invest in the learning & development of the staff and leadership team. This has resulted in a strong values-based culture where everyone focuses on the delivery of life-enhancing services to the people supported.

Due to the high-quality support provided, the organization has maintained a strong standing within the community it serves. Overall, the human dynamics – such as team cohesiveness, collaboration, community support, and the delivery of services to individuals in support – is exceptional.

CLYS has decided to refocus efforts on completing those areas in the existing Strategic Plan which were not addressed in the past 3 years as well as conduct a review and refresh of the Pillars, Goals and Actions to create a renewed Strategic Plan that will cover at least the next 2 fiscal years.

2.0 Strategic Planning Overview and Methodology

Project Phases Overview - *Strategic Plan Refresh Key Steps*

Community Living York South has engaged Rainmaker Strategies Group to assist with the process of creating the Strategic Plan. Rainmaker Strategies Group utilizes a 3-Phase Methodology elicit stakeholder input and structural aspects to build a strategic plan. In this section we describe each phase with the corresponding activities and deliverables.

This project will be a multi-phased initiative spanning a period from Summer of 2022 through to the Fall of 2022 with key informants from staff, managers and senior leadership (who are knowledgeable about the needs of the families and people in support) and the Board of Directors.

Steps for Summer 2022

- 1) Meeting with Leadership Team to review all action steps and update status
- 2) Meeting with Leadership Team for Environmental Scan - SWOT and PESTLE Analysis; then update Pillars and update Actions and Goals
- 3) Literature Review of relevant trends affecting the DS sector
- 4) Brief Survey of staff inputs re: Actions and Goals (Optional) -

Steps for Fall 2022 (November)

- 5) Board Environmental Scan & Analysis (SWOT and PESTLE)
- 6) Integrate Analysis from steps 2 and 4 and create report of updated Pillars, Goals and Actions
- 7) Present to Board for approval and sign-off

The following diagram provides a high-level description of the Methodology that will guide the project activities and bring it to a successful completion.



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Project Activities Breakdown, Duration and Target Dates

The following table outlines a high-level plan for each step of the process in the strategic planning process

Item	Target Month
<p>1. Discover Phase: Literature Review of Relevant trends Review MCCSS Journey to Belonging 10-year plan and how it informs strategic direction; and ...</p> <ul style="list-style-type: none"> • SPPI Sector Workforce Survey 2022 (HR) + Staffing Shortage Guidance Document • Toronto Developmental Services Alliance - TDSA Service Provider Committee Report 2022 (Scan of Day Program Models) • MCCSS - https://www.ontario.ca/page/adults-developmental-disabilities-ontario#section-2 • DSHR Forum 2022 Information sessions • Ontario Community Support Association - https://www.oca.on.ca/commit-to-care-ourcommunitycares • Ontario Not-for-profit Network (ONN) Study of Trends 	June - July 2022
<p>2. Meeting with Leadership Team for Environmental Scan + Review/refresh of pillars -Conduct SWOT and PESTLE Analysis -Review information gathered by leaders through discussions with their Staff</p>	July & Aug 2022
<p>4. Board Environmental Scan + Review the work conducted in summer months and gather Directors input</p>	November 2022
<p>5. Integrate Analysis from steps 2, 3 and 4 to produce Strategic Plan Report</p>	Dec 2022
<p>6. Present Strategic Plan to the Board for Approval</p>	Jan 2023

Journey To Belonging – Developmental Services Sector Reform

The Ontario Government has recently embarked on a 10-year plan to reform developmental services titled *Journey to Belonging: Choice and Inclusion*. This reform plan will dramatically shift how the current services are provided. The 7 Principles of this plan were taken into consideration during the strategic planning meetings. These principles are:

1. People receive support based on their needs.
2. Services build on the strengths of people and supports provided by families, support networks and communities.
3. Supports are person-directed and flexible.
4. Supports are proactive and responsive to people's changing needs across the course of their lives.
5. Services are driven by evidence, outcomes and continuous improvement.
6. System is sustainable.
7. Services and supports promote health, well-being and safety.

Literature Review

A review of key publications outline the main concerns and trends in the sector. Here are a few highlights:

- During the COVID Pandemic over 80 percent of DS organizations polled reported moderate or severe shortages among experienced DSPs" (Sector Pandemic Planning Initiative Workforce Survey 2022).
- In an Ontario Not-for-profit Network (ONN) survey with 1500 respondents they indicate that they "have been hearing from its network that **workers are leaving the sector in droves and staff vacancies have reached a breaking point**".
- Employers are having difficulty recruiting and retaining staff due to staff shortages, resignations and early retirements.
- Organizations are struggling with many job vacancies (10 to 70 vacancies).
- Staff are experiencing high levels of stress, low morale and mental health concerns.
- Skills shortage especially in relation to technology and resilience.
- Poor succession planning and a limited leadership pipeline.
- Decreasing number of volunteers.
- Difficulty onboarding new staff virtually and onboarding needs to be improved for staff retention.

3.0 Mission, Vision and Values

During a Strategic Planning meeting in August 2022 the Leadership team reviewed and confirm that the existing Mission, Vision and Values are very relevant for the organization. These are listed in the diagram below.



4.0 Strategic Pillars and Primary Goals

Strategic Pillars

The organization has the following 5 Strategic Pillars from the 2023 – 2025 Strategic Plan include the following:



Critical Organizational Issues to be Addressed

- The most critical issues identified during our discussions in August 2022 include:
 - Due to staff shortages, there is a great need to change recruitment strategies which seems to be one of the most critical need in the organization and in the sector.
 - Another critical issue is housing, finding affordable and accessible housing for people is one of the key challenges.
 - Need for diversification of funding sources.
 - Evaluate use of head office building, possibly selling it and re-investing the funds.
 - Succession Planning is a crucial issue for the organization.
 - Addressing French language compliance.

Primary Goals

The table below outlines each Pillar and key goals as identified through Leadership Team and Board of Directors planning meetings, SWOT and PESTLE analysis.

Pillar	Goals
<p>1. Strengthen a strategic approach to Human Resources.</p>	<ul style="list-style-type: none"> a. Review and enhance recruitment, onboarding and retention strategies to attract and retain talent. b. Review the existing HR systems and infrastructure and make changes as needed to address pressing issues including onboarding, performance management and possibly scheduling technology. c. Enhance staff training and development, especially in the areas of Ministry compliance, DS HR priorities and practices and resilience & leadership. d. Enhance focus on employee engagement with addition of activities that strengthen staff connection and commitment to the organization while reaffirming their value and CLYS' appreciation for their contribution; enhance communication. e. Develop and implement succession and short-term back-up plans (business continuity plans) for key personnel and/or job functions as appropriate; apply key learnings from the pandemic. f. Develop and implement a strategy to address Bill 124.
<p>2. Enhance supports and the quality of services for people at different stages of their lives.</p>	<ul style="list-style-type: none"> a. Collaborate with the appropriate community organizations to meet the needs of individuals receiving complex medical care and/or end-of-life care. b. Ensure ongoing development of initiatives to support individuals who are aging and re-establish the Aging Task Force c. Ensure that CLYS' accommodation options continue to meet the needs of the people living in them. d. Review innovative ways to ensure housing for our aging population.
<p>3. Increase assistance to families and connect them to community resources.</p>	<ul style="list-style-type: none"> a. Enhance programs and services for families to include continuing with United Way anchor program, educating families regarding Journey to Belonging, and reviving Sibling Network. b. Increase awareness and knowledge of the potential impact of MCCSS' Journey to Belonging on individuals and their families.

<p>4. Address resource challenges.</p>	<ul style="list-style-type: none"> a. Ensure that financial / contingency plans are in place to address significant financial pressures b. Increase sustainability by diversifying funding and seeking multiple sources for grants c. Implement the CAAT DB Plus Pension Plan and the Permanent Wage Enhancement d. Ensure sustainability of non-MCCSS funded programs e. Ensure the IT infrastructure and capacity are sufficient to meet the current and future requirements of the organization. f. Develop protocols, including identification of parties with decision-making authority and a clear decision-making process, to ensure the strategic use of CLYS' capital reserves, significant donations and bequests. g. Implement a strategy aimed at maximizing the utility of properties owned and leased by CLYS, beginning with 101 Edward Avenue. h. Enhance the utility of CLYS' vehicles.
<p>5. Expand and strengthen partnerships AND collaboration.</p>	<ul style="list-style-type: none"> a. Explore and engage in alliances that enhance CLYS' knowledge and capacity to provide high quality supports that meet the unique needs of the people it serves, including Transitional Age Youth, those who are aging, and those with complex medical needs. b. Continue to research and add to existing partnerships, including with municipalities, hospitals, colleges, school boards and service providers to maximize the use of available resources. c. Enhance existing partnerships including Mackenzie Health, LHIN, YRP, Conscious Care, Town of Markham, Town of Stouffville, and memos of understanding with Whitchurch/Stouffville. d. Enhance collaborations with municipalities for use of community spaces and resources that benefit people with intellectual disabilities and their families – the current collaboration with Markham is a good example. e. Increase knowledge of CLYS end-of-life philosophy and palliative care program with staff teams. f. Enhance French language compliance and develop an annual French-language business plan. g. Design and implement plan to enhance government relations

5.0 Appendix: SWOT and PESTLE Analysis

SWOT Analysis

Conducted in August 2022 with Leadership Team

<p>Strengths</p> <ol style="list-style-type: none"> 1. Strong Management Team with extensive knowledge, experience and diverse backgrounds- Helps us view situations from different perspectives. 2. Longevity of the team- Has history and relationships. 3. SIL/ TAY is our unique offering and is fast becoming our specialty in the sector. 4. Have Accreditation, we are an anchor agency from United way- This speaks to our strong credibility. 5. Adaptability and flexibility. 6. We are non-unionized. 7. We have a strong community support program. 8. Our Pension Plan is great for staff retention. 	<p>Weaknesses</p> <ol style="list-style-type: none"> 1. Change management- readiness to adapt new practices/ ways of thinking. 2. Aging staff population- need to work on bench strength and successors. 3. Systemic skilled staff shortage 4. We don't do enough fund raising- limited on diversity of our revenue source. 5. Technology- There are many services we could be using- TIMS, HR software implementation, scheduling online. training, automating other processes etc. 6. COVID has changed everyone and we are burned out in different ways – we see this as a weakness and an opportunity. 7. We are struggling to get back to where we were 3 years ago. We need to recharge to reset.
<p>Opportunities</p> <ol style="list-style-type: none"> 1. Change Management training 2. TAY staff need group homes but we do not receive funding for it. 3. New innovative ways to recruit, train and retain staff 	<p>Threats</p> <ol style="list-style-type: none"> 1. Longevity of staff- we have aging staff & individuals in support 2. We have to work on our bench strength and successors 3. Competition between agencies due to Journey to Belonging mandate 4. Ongoing pandemic challenges & rules

PESTLE Analysis

Conducted in August 2022 with the Leadership Team

Factor	Findings
Political	<ul style="list-style-type: none"> -Bill 124 – Temporary Wage Enhancements (TWE) – and ongoing implications for sustainability- there is a gap what the ministry has provided agencies to work with. We are at a competitive disadvantage in the sector. e.g. Joining bonus to nursing staff vs DS sector (Threat) - Change management and journey to Belonging (Opportunity and threat) - Acute staff shortage and government’s priority to address this in the health care/ hospital setting first. - Funding implications due to government promoting efficiency -Possible amalgamations -Opportunity to position ourselves as an agency that has a unique positioning to absorb other agencies (Opportunity)
Economic	<ul style="list-style-type: none"> -Inflation and cost of living (threat) - Keep on top of increased mileage rates, fuel costs, cost of living. We have to be competitive in the sector (threat) to attract staff - More people may choose to buy in (services) the York region (opportunity) - High rent cost (threat), people are preferring to move farther away from GTA because they cannot afford to pay market rent rates - Staff turnover and Labour shortages – costly for ongoing and continuous recruitment and training - Lack of affordable housing -Reduced membership donations due to economic issues because people don’t have disposable income -Increased ODSP and passport funding (also an opportunity) - Cost of technology implementation. We have to set aside resources for more technology (Digital Transformation is an opportunity)
Social	<ul style="list-style-type: none"> -Ongoing pandemic; (detached, isolated, high mental health and anxiety issues burnout)- threat -Personal vaccine choices may impact us hiring staff who choose not be vaccinated (threat) - Aging staff and aging people in support -Staffing recruitment and retention <ul style="list-style-type: none"> -People’s social life have been affected by lockdowns -Isolation – staff and people in support -Hard to find creative ways to keep people engaged (threat) -Not being able to celebrate the way we use to -Loss of connection with staff and people in support - Hard to be connected with the community/ and participation in community events (threat)
Technological	<ul style="list-style-type: none"> -Virtual meetings are good, but create isolation and lack of face-to-face connections (threat) -Working from home – opportunity and threat- we need to find the right balance. -Hybrid model is probably the way of the future, and perhaps could also be part of our retention strategy. -Zoom fatigue (threat) -Technology learning curve and need to update staff skills (opportunity) - Cyber hacking fraud (threat)
Legal	<ul style="list-style-type: none"> -Mandatory legal and regulatory policies that have arisen due to COVID-19 and other government legislation <ul style="list-style-type: none"> -Bill 124 – need risk management and huge impact on HR policies and HR support needed -Vaccine policy mandates and how to implement with staff who are against vaccination -Need for lots of Legal consultations (increased costs here) - Journey to belonging will create some challenges and potential competition to start-up private services. How will be balance our not-for-profit status Vs Fee for service structure. (Opportunity and threat)
Environmental	<ul style="list-style-type: none"> -Climate change policies may affect acquisition of group homes -In the long run we may want to switch to electric vehicles (costly to replace batteries so must consider long-term maintenance issues) -Trying to go paperless for operational and financial record keeping -COVID/ pandemic/ new diseases turning the homes in to facilities-like environment -Infection Prevention and Control protocols and the need to use of PPE and cleaning products are creating more waste -Physical alterations to homes due to aging and medical needs