

SIMCOE COMMUNITY SERVICES
2007-2010 STRATEGIC PLAN
SUMMARY



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INTRODUCTION

Simcoe Community Services provides a wide range of intellectual disability, early years, children's and other services in Barrie and Orillia, and on a more select basis, across Simcoe County. Over the last fifteen years, the organization has evolved significantly beyond an Association for Community Living, though this continues to represent a substantial dimension of the organization's focus and operations.

In the fall of 2001, and with approval in early 2002, Simcoe Community Services completed its first comprehensive Strategic Plan to guide and drive the priorities and investments of the organization for the 2002 to 2005 period. A second strategic planning process was completed in 2005. The Vision, Mission and Principles / Values from the 2002 Plan were affirmed and a new set of Areas of Effort were developed for 2006 to 2008.

By the late fall of 2006, the Executive Director identified to the Board of Directors that significant progress had been made on the 2006-2008 Plan. With Board concurrence, a Strategic Planning Workshop was held in June 2007. Thirteen members of the Board of Directors and eighteen management staff participated in this session, which had the following major agenda components:

- A presentation by John Lord on "The New Story" relative to inclusion, developing community and related perspectives for those with intellectual disabilities.
- Five staff presentations on key service area strategic opportunities and challenges within the organization, along with an overview on individual programming initiatives.
- Workshop participants in small workgroups developed organizational strengths / opportunities and challenges / issues.
- A review and affirmation of the Vision, Mission and Principles / Values of the organization.
- Review of the 2006-2008 Strategic Plan Areas of Effort and the development of new Areas of Effort for the 2007-2010 period.

This document provides a summary of the third generation Strategic Plan for Simcoe Community Services. It was approved by the Board of Directors in 2007 and is under active implementation.

STRATEGIC PLAN

Vision

A Vision is a statement designed to establish a horizon, that is a forward point that the organization is striving towards. It is a statement intended to galvanize the eyes and energies of all the stakeholders as they contribute to moving Simcoe Community Services forward in the realization of its Mission and mandate.

During the course of the Strategic Plan Workshop, the organization's Vision, Mission Statement and Principles and Values were presented for discussion. These components of the Simcoe Community Services Strategic Plan were affirmed as the philosophical foundation for the organization for the next three years with some refinements.

The following Vision was developed for Simcoe Community Services:

<p>Everyone's Included</p> <p>Catch the Excitement</p> <p>Join In</p>
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Mission Statement

A Mission Statement identifies the key perspectives of the organization as to who and what it is. It provides to the reader a sense of what the essence of the organization is all about. In application terms, every strategic and operational decision of the organization needs to be consistent with its Mission statement in order to stay focused on its Mission.

The following Mission Statement has been developed for Simcoe Community Services:

<p>We are a diverse community organization dedicated to supporting individuals and families to achieve their full potential through:</p> <ul style="list-style-type: none">• Leadership, collaboration and advocacy• Providing services that respond to community needs

Principles and Values

Principles and Values have three applications within a Strategic Plan. First, they allow for the further explanation and understanding of key elements of the Mission Statement. Second, they identify the values and beliefs by which the organization will operate and undertake its human relationships. Third, they have the potential to begin to identify the organization's key accountabilities.

The following Principles and Values have been developed for the Simcoe Community Services:

We believe...

Respect and Dignity

That every person is to be treated with respect, dignity and as an individual, being sensitive to their different needs and perspectives, protecting their confidentiality, building from their strengths and learning from their experiences and input.

Quality of Life

In a quality of life for each individual supported that provides for basic needs, community supports and their safety; fosters good health; and provides the freedom and entitlement to choice, to take risks and to access information.

Inclusive Communities

In building inclusive communities that are accepting of and involve all their members.

Learning Organization

In being a learning organization that continually evaluates its work, employs best practices and is innovative in its approaches.

Accountability

In being accountable to the individuals and families we serve, the community and our partners through:

- The provision of quality programs, supports and services;
- The achievement of positive and growing relationships;
- Being ethical in all that we do; and
- Being fiscally responsible in the use of the resources provided to us.

Staff and Volunteers

In an organizational culture that continually values and recognizes the contributions of staff and volunteers; fosters strong team approaches; supports effective staff training; and is open, honest and inviting in its communication practices.

Collaboration and Partnerships

In working collectively with all our stakeholders, community partners and across service areas in striving for programs, supports and services that are responsive to the changing needs of individuals and families, are accessible to those who would benefit and are continually evaluated.

Lifelong Planning

Working with the individuals supported, their parents and natural networks on a lifelong basis, across all ages, ensuring they are informed, prepared and able to adequately respond to the changing need within their lives.

AREAS OF EFFORT

Areas of Effort represent the first level in operationalizing a Strategic Plan. They identify the key priorities and actions that an organization intends to undertake in order to advance its Vision and Mission.

The Areas of Effort for Simcoe Community Services from the 2005 and 2008 Plan were reviewed. A number of carry over items were identified and were incorporated into the new Areas of Effort for the 2007 to 2010 period as developed by the workshop participants.

1. To develop a plan for and implementation strategies that prepare Simcoe Community Services to successfully transition to the emerging individualized supports model of services delivery, focusing on:

- **An internal review of agency services to ensure that they can adapt to the new model, are cost-effective and reflect the needs of individuals and their families to be supported.**
- **Identifying external services that would have value as part of partnership-based packages of services to better service individuals and their families within the individualized supports model.**
- **Developing a marketing plan that supports Simcoe Community Services in offering its services within the individualized supports model.**
- **Developing a program that identifies and engages with families who would have interest in individualized supports relative to ensuring they are aware of the agency, the programs and services available, how to access them, etc.**

2. To continue the comprehensive development of the human resources capacities and perspectives of the organization, involving:

- **Advocacy and support initiatives for increased compensation for staff as a means to acquire the necessary skills and to retain skilled staff.**

- Undertaking a comprehensive succession planning initiative within the organization for all levels, including senior management, management and front line.
- Designing and implementing a cultural diversification initiative within the organization that results in Simcoe Community Services reflecting the changing cultural face of Simcoe County at the Board, staff, volunteer and other levels.
- Designing and implementing organizational structure and staff training initiatives that support the organization's abilities to successfully respond to the needs of the individualized supports model of services delivery.
- Closely monitoring the evolving labour negotiation strategies of the unions with the Province and to develop plans and actions with Community Living Ontario and / or within the organization that address the agency's status as an employer and works to ensure positive labour relations.

3. To establish a community capacity building initiative, involving networking, partnerships and advocacy, that targets the following specific initiatives in responding to the needs of the people supported and the community:

- Transportation services across the County of Simcoe;
- More integrated and seamless services delivery and access to services;
- Provision of adequate housing and housing choices;
- Providing organizational supports to family networks and coalitions in order to enhance their capacities and operating abilities that can benefit their members;
- Engagement with long-term care services to ensure their most appropriate use for the people supported;
- Advocacy and networking that works towards the development of standards, accountability and evaluation processes for services in the community to ensure that they are at minimum quality levels and have viable and evident outcomes.

4. To undertake organizational capacity building and servicing initiatives, involving:

- **The ongoing development and completion of the governance and Board policies initiatives.**
- **Successfully completing the accreditation process.**
- **Undertaking the plans and strategies necessary to prepare the agency to become fully and successfully engaged with all dimensions of the Province’s Transformation Agenda.**
- **Developing and implementing a comprehensive “Green Plan” within all dimensions of the organization, from facilities to vehicles to recycling to operations.**
- **Developing a technology strategy, both as an operational tool and relative to the benefits technology can provide in the delivery of services and supports.**
- **Developing an outreach initiative, involving:**
 - **A possible mobile team that would liaise with aging parents with children with intellectual disabilities who may or may not receive service from the agency;**
 - **An engagement strategy and supports for individuals on the accommodations waiting list;**
 - **The packaging of training, governance, programs and services and other resources that could be sold and / or shared with other external parties.**
- **Undertaking a research initiative to assess demographics, trends and other data to ensure the organization has clear and understandable profiles and needs assessments for not only current, but more importantly, future service audiences, particularly related to the individualized support model.**