

SIMCOE COMMUNITY SERVICES 2010 – 2012 STRATEGIC PLAN SUMMARY



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INTRODUCTION

Simcoe Community Services is a multi-service agency serving Developmental, Early Years and other sectors in the City of Barrie, the Town of Orillia, and the County of Simcoe. It is a progressive organization that provides supports to individuals, families and works in many communities. Through collaboration, innovative supports and community leadership, it has been able to continue to grow as an organization and develop supports and programs that meet the evolving needs of community members.

In the fall of 2001, Simcoe Community Services undertook its first comprehensive strategic planning process. This involved an Environmental Scan that incorporated a significant array of stakeholder focus groups, interviews, technical assessments and other elements. The Scan supported the development of a Strategic Plan with a Vision, Mission, Principles and Values and Areas of Effort for the 2001 – 2004 periods.

Since then, Simcoe Community Services has embraced strategic planning as a vital governance and management tool. Strategic Plan updates were completed in 2004 and 2007. Significant initiatives, including the Accommodations Review, the new Governance Model, investments in technology,, succession planning and a host of other outcomes have emerged from these Strategic Plans.

In the Spring of 2009, the Board of Directors and senior staff identified the fact that the latest Strategic Plan had had most of its major Areas of Effort completed or were works in progress. It was decided it was timely to undertake a fourth generation Strategic Plan and that this Plan should be supported by a broad-based Environmental Scan. In June of 2009, sixteen focus groups were completed with stakeholders involving people supported, family members, staff, partners, volunteers and many others. An Environmental Scan was developed as a basis to facilitate the development of a Strategic Plan for Simcoe Community Services for the 2010 – 2012 periods.

On October 2nd and 3rd, 2009, twenty-seven members of the Board of Directors and senior staff participated in a strategic planning workshop. This workshop was launched with two presentations by Board members, one on governance and strategic planning and one on provincial initiatives in the Developmental Services area. Following this, the facilitator presented the results of the Environmental Scan and facilitated a discussion period. The workshop participants then engaged in the development of strengths, weaknesses, opportunities and threats analysis.

On the second day, a review was undertaken of the Vision, Mission and Principles and Values. This was followed by the development of new Areas of Effort for the 2010 – 2012 periods.

This document represents a summary of SCS's 2010 - 2012 Strategic Plan based on the October 2009 Board of Directors and senior staff workshop and as amended and approved by the Board of Directors on October 27, 2009. Management will have the responsibility to develop an Implementation Plan for the Areas of Effort and will then report regularly to the Board of Directors on the progress being made on the implementation of the Strategic Plan.

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.

The following Vision was affirmed for Simcoe Community Services.

Everyone's Included

Catch the Excitement

Join In

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.

Based on the review of the Mission Statement by the workshop participants, it was decided to amend the statement in terms of both presentation and wording. The following Mission Statement emerged for the 2010 – 2012 period.

We are dedicated to supporting individuals and families to achieve their full potential through:

- **Leadership, innovation, collaboration, and advocacy**
- **Developing valued supports and services that respond to evolving community needs**
- **Being a diversified and engaged community organization**

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 affirmed for the Simcoe Community Services:

We believe...

Lifelong Planning

In 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 needs and opportunities within their lives.

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 choose, 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 and improve its work, employs best practices and sound research 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.

Culture of Innovation

In the importance of innovation as basis to enhance the opportunities for the people supported, to inspire staff and volunteers and to ensure the most effective use of available resources.

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.

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 following Areas of Effort were identified by the workshop participants as the key strategic priorities for Simcoe Community Services in realizing its Vision, Mission and Principles and Values for the 2010 – 2012 period.

- 1. To undertake a range of strategic assessments and strategy development initiatives intended to position Simcoe Community Services to respond to the following potential changes in its operating environment:**
 - .1 Develop a Marketing Plan to support current services and the possible introduction of Individualized Funding.**
 - .2 Complete an assessment of the opportunities and challenges associated with the Pascal Report's recommendations on Early Year's Services, such as the introduction of full day junior kindergarten / senior kindergarten programs within educational settings and changes to the Resource Teachers program.**
 - .3 Assess the potential impacts on Simcoe Community Services resulting from the separation of the Ministries of Community and Social Services and Children and Youth Services.**
- 2. Undertake a series of organizational development initiatives intended to enhance the capacity, value for and community alignment of Simcoe Community Services, involving:**
 - .1 A comprehensive agency-wide Green Plan**
 - .2 Development of a Technology Plan focused on increased applications within the organization**
 - .3 A two-part Human Resources initiative**
 - .4 Institute the principles and strategies associated of a Social Capital strategy**
 - .5 Develop plans and strategies that support the sustainability of the positive organizational culture of success that exists within Simcoe Community Services, the value held by staff and volunteers for the organization and which effectively responds to the generational gaps that have been identified**
 - .6 Assess and develop, as appropriate, a new services Intake Strategy for the agency**
 - .7 Ensure alignment between the Strategic Plan and the efforts of the Simcoe Community Services Foundation with the Strategic Plan and work of Simcoe Community Services**
- 3. Undertake community engagement and development initiatives that improve Simcoe Community Service's service delivery within the community, the journey to full community inclusion and stronger community relationships:**
 - .1 Community relationships and partnerships development**
 - .2 Develop a Diversity Plan, involving ethno-cultural, family orientation and other perspectives.**

4. Assess opportunities for new / newer programs and services, along with trends within the operating environment:

.1 Long Term Care Services

.2 Autism and Fetal Alcohol Syndrome Services

.3 Mental Health Services

.4 Services such as medical, retirement, etc. for the people supported who are living longer, including staff and volunteer training and other initiatives