

2021 - 2024 STRATEGIC PLAN

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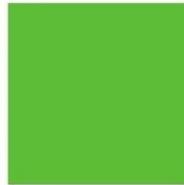
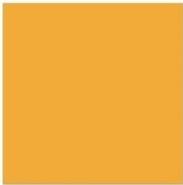
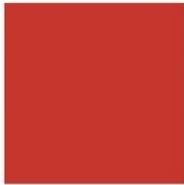
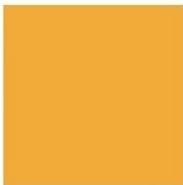
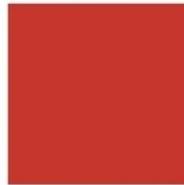
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Message from the Chair and CEO

We are pleased to present the strategic plan for Central West Specialized Developmental Services (CWSDS) 2021 to 2024. While completing the very important work of advancing the strategic plan, the organization has been agile with focus and priority to ensure the safety of all who work, live and are supported by CWSDS.

The Board of Directors, the entire leadership team and clinicians remain committed and dedicated to further cultivate and evolve the organization. All recognize the critical role that a strategic plan has in setting the direction and overseeing the quality and effectiveness of the services offered. We understand the important responsibility we have in being strong advocates for those with intellectual and developmental disabilities. CWSDS has a solid foundation built on respect and trust for what we do each and every day for those that we support, our community and partners both regionally and provincially. CWSDS is committed to providing high quality care in a safe, engaging and supportive environment.

Throughout this strategic plan, CWSDS will continue to partner with those we support, families, our staff and the community. Our focus to be active participants in provincial initiatives to inform and impact policy will be unyielding. Purpose critical will be our mandate to continue to be a compelling voice to ensure support is available and accessible for the families and people with developmental disabilities who are particularly vulnerable because of their complex needs. We want to acknowledge and thank everyone who has provided valuable insights and feedback to guide our journey. Together we have created a plan that well positions the organization to be significant partners in informing complex specialized care for those with intellectual and developmental disabilities.



A handwritten signature in black ink that reads "Susan Quinn-Mullins".

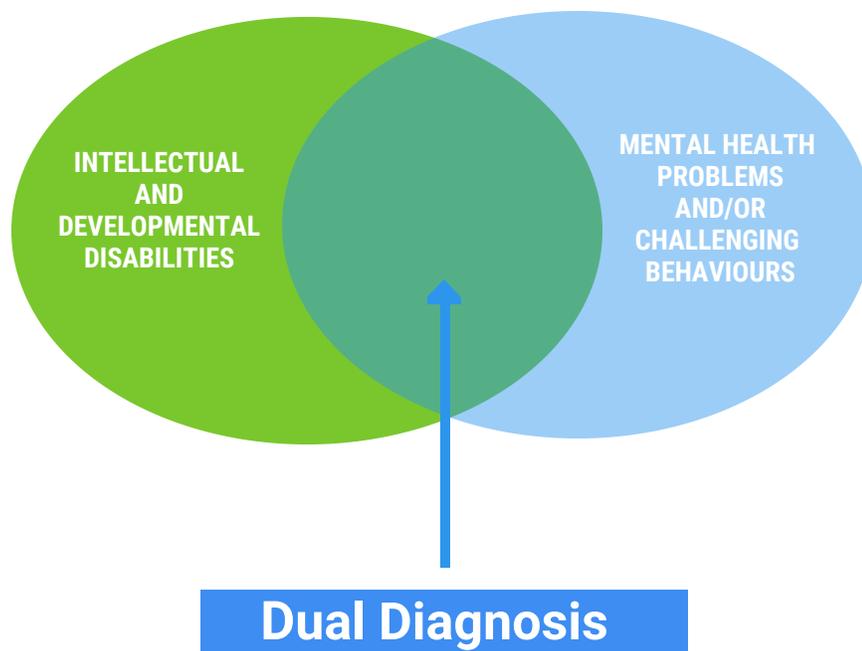
Susan Quinn-Mullins
CWSDS Board Chair



A handwritten signature in black ink that reads "Silvie Crawford".

Silvie Crawford
CWSDS CEO

A CRITICAL INTERSECTION



1 in 2

Ontario adults

with a developmental disability
also has a dual diagnosis ¹

At the Center of What We Do

We are focused on driving excellence in specialized services for people with intellectual and developmental disabilities and complex needs. CWSDS is a recognized centre of excellence delivering an evidence-based **integrated system of care** for those with high risk behaviour needs.



COMMUNITY NETWORKS OF SPECIALIZED CARE (CNSC)

The Central West CNSC **coordinates** services for people with developmental disabilities and complex needs. CNSC brings together specialized clinicians, community and residential supports and justice professionals to access high level services, with a specific focus on complex support coordination.

¹ CAMH Submission to the Select Committee on Developmental Services. December, 2013. camh.ca

Our Vision

Driving excellence in specialized services for people with intellectual and developmental disabilities and complex needs

Purpose

To improve the quality of life for the community of people with intellectual and developmental disabilities who have complex needs by providing specialized services and supports

Values



Our Strategy 2021 – 2024

Strategic Direction No. 1:

Exemplify leadership and excellence in the delivery of specialized services.

Strategic Direction No. 2:

Drive operational efficiencies and generation of new revenue and funding for existing and new opportunities

Strategic Direction No. 3:

Optimize organizational infrastructure and business processes.

Strategic Direction No. 4:

Employees promote and enhance the Vision, Purpose and Values of CWSDS.

Strategic Directions

STRATEGIC DIRECTION 1:

Exemplify leadership and excellence in the delivery of specialized services.

Strategy 1: Advance subject matter expertise to enhance our profile for excellence in education and innovation.

Evidence-based standards, guidelines and programs set the foundation for the delivery of high-quality care. Their creation is rooted in a depth of knowledge about national and international best practice trends and the factors that affect the people we support.

CWSDS is privileged to be part of a dynamic system that supports the complex needs of those with intellectual and developmental disabilities. We will ensure that all who work at CWSDS will have the most up-to-date and relevant information.

We are committed to assessing and evaluating the effectiveness of how our best practices are impacting those that we support. Our commitment to be respected in the community and beyond will be unyielding. We will provide leadership and innovation in the pursuit of excellence in delivering person-centred services.

Strategy 2: Build strategic partnerships to enable successful delivery of our strategic directions and advance social action.

CWSDS prides itself in engaging in strong collaborative efforts across the community, region and province. This strategic plan will build on past success and continue to nurture new partnerships within the Developmental Services sector and beyond. We will also strengthen our partnerships through our academic affiliations. CWSDS is committed to the

development of our future workforce. We will provide a supportive and caring environment where all can come and learn. CWSDS will be actively connected and supported by strategic partners.

Strategy 3: Engaging people we support and families in service delivery improvement initiatives.

The people and the families that we support are an integral part of our CWSDS community. We will continually seek feedback so that we can better understand the areas of opportunity. We will strive to always provide an exceptional personal and family experience.

Those that we support, their families and vital advisors are respected and valued partners in the development of initiatives that ensure the needs of those we support are being met. We appreciate and value the important role that all have in supporting the wellbeing of those that we support.



Strategic Directions

STRATEGIC DIRECTION 2:

Drive operational efficiencies and generation of new revenue and funding for existing and new opportunities.

Strategy 1: Advance a culture of fiscal accountability to support a strong and sustainable organization.

Creating a culture of accountability through influence and achieving results is at our forefront. We continue to work to achieve operational efficiencies and increase revenues to enable a strong and sustainable organization.

CWSDS will create an information rich organization that will guide decision making and resource planning. CWSDS will build on the dedication and commitment of all staff. Every level of the organization will be engaged to examine expenses and operational optimization strategies. To support this work, structures will be created across the entire organization that support the participation of all staff and volunteers. All staff have a unique and valuable expertise that can inform the organization.

CWSDS wants to ensure that services are not just available but also build on achieving the highest quality. This strategic direction positions the services delivered by CWSDS to be sustainable, efficient and effective to address the needs of those served today and into the future.

Strategy 2: Foster the development of a culture that defines CWSDS as a community of service.

CWSDS understands the important role that it has within the community and the region. The organization will be dedicated in igniting creative connections of support through a dedicated focus on giving.

In partnering with the CWSDS Board of Directors, all will continue to champion these efforts. The value of building on new opportunities is significant. This will leverage collaborative efforts to successfully create new and innovative opportunities that support the people that we assist.

Strategy 3: Provide an environment that is a state of the art facility to support people with intellectual and developmental disabilities.

CWSDS offers services across a number of sites throughout regions in Ontario. As the service needs of those with intellectual and developmental disabilities grow, CWSDS will ensure social and environmental stewardship to effect safe and service-centered facilities. As strong partners and advocates for the people that we support, the Ministry of Children, Community and Social Services will be engaged throughout. CWSDS will assess the existing facility to ensure that it meets both the needs of the people we support and the community, providing the highest standard of service in a cost conscious manner. Both Infrastructure Ontario and the Ministry of Children, Community and Social Services will be engaged in the process to determine the feasibility of future directions of the facility.



Strategic Directions

STRATEGIC DIRECTION 3:

Optimize organizational infrastructure and business processes.

Strategy 1: Advancing emerging technology of integrated systems to optimize performance.

Advancing technology can optimize not only the way we work, but also the integration of health systems and processes. CWSDS will continue to expand the use of technology across the organization in order to enhance our practices. Our goal will be to enhance communication, information and collaboration.

In order to achieve this, a number of specific Initiatives will be developed. We want to build upon our capital resources to support advancements in technology. We also will ensure through financial management, the availability of funds to invest in technology. Keeping pace with emerging technology and enabling automated administrative functions as much as possible will be a guiding principle. Advancing technology and utilization at CWSDS will ease the burden of functions within Finance, HR and quality performance. This in return will allow our people to focus on strategies and initiatives to advance the organization, in addition to establishing partnerships to optimize shared service agreements and purchasing power.

All remain committed to engaging the entire CWSDS community in the generation of key performance indicators as well as identifying continuous improvement opportunities. This will not only result in administrative functions being supported by business intelligence but will also create an opportunity to enhance shared knowledge across organizations.

STRATEGIC DIRECTION 4:

Employees promote and enhance the Vision, Purpose and Values of CWSDS.

Strategy 1: Foster an environment that generates a confident and vibrant workplace that all want to come to learn, teach and care for others.

One of our greatest supporters is our people. CWSDS will continue to attract, retain and develop qualified, dedicated staff who share the vision, purpose and values of CWSDS in achieving quality of services to people with intellectual and developmental disabilities. Our organization will foster an environment that generates a confident and vibrant workplace where all want to come to learn, teach and care for others.

Our goal will be to advance our learning environment so that it can support our organization today and into the future. We want to ensure that staff feel engaged and interested in their own learning needs; all in an effort to ensure that the best possible quality of services are delivered at each and every intersection.

Leadership development will also be at the forefront of what we do. CWSDS will continue to be advocates for those with intellectual and developmental disabilities. With this comes an accountability to ensure that we demonstrate high impact leadership behaviours.

An important part of sustaining an organization is ensuring wellness in the workplace. CWSDS is committed to ensuring that quality and wellness initiatives remain a priority throughout our journey together. We will continue to promote staff wellness and ensure that staff have available the tools and resources to participate in corporate initiatives that are designate of such. We are grateful for our staff's commitment and dedication to all the people and families that we support. In return, we will be important contributors to support their work life and wellbeing.

Enablers

OUR ENABLERS ARE FUNDAMENTAL to the achievement of our strategic objectives, and include our people, subject matter expertise, partnerships and infrastructure.

Our People:

CWSDS is first and foremost a **community** of people, including over 350 highly skilled clinical and professional employees, our Board of Directors, our valued volunteers, over 70 families of those we care for in our supportive homes, plus the thousands of families that we help on a daily basis in our wider community. We collaborate with professionals across sectors to achieve the highest level of care. This strategic plan will further strengthen our organization by fostering an environment that generates a **confident and vibrant workplace** where all want to come to learn, teach and care for others.

Expertise:

Our highly trained collaborative clinical teams are comprised of psychologists, speech-language pathologists, occupational and physical therapists, psychiatrists, nurses, and behaviour analysts. Each team member has a particular **subject matter expertise** and uses evidence-informed best practices to assist people in achieving their maximum potential. CWSDS has demonstrated expertise in delivering person-centered care, in measuring the impact of our personal and behaviour support plans and in addressing the increasing need for geriatric care within our community.

Partnerships:

Partnerships are a significant opportunity to elevate the quality and effectiveness of our service delivery. Through existing partnerships we have enhanced the coordination, access to and quality of service for those we support. In delivering this strategic plan we are excited to **collaborate** with new and existing partners, including government agencies, other developmental services organizations, and academic and community organizations. We will advance a culture of partnership throughout CWSDS and reach out and across sectors to provide the highest level of service possible.

PEOPLE

EXPERTISE

PARTNERSHIPS

INFRASTRUCTURE

Enablers

Infrastructure:

Our infrastructure includes our processes, systems, technology and facilities.

Processes

Through our quarterly performance meetings we will create a continuous improvement environment with an eye to evaluating all activities for efficiency, effectiveness, and **fiscal responsibility**.

We will align our process improvement efforts to our core strategies, creating structures across the entire organization that encourage the participation of all staff in achieving efficient and effective quality, safety and service improvement initiatives.

Systems and Technology

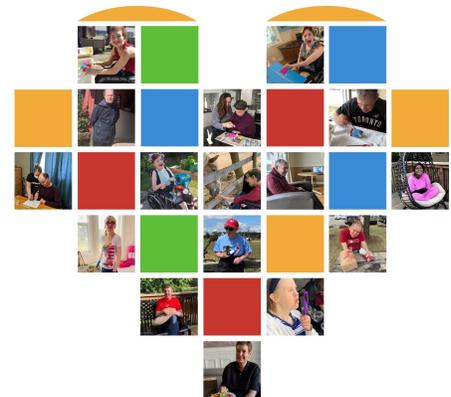
Through new systems and emerging technology we will enhance communication, information and collaboration. This will be supported by enriched IT resources and knowledge across the organization.

We will increase our use of technology as a critical tool for service delivery, enhancing HR systems, residential and community program tracking and evaluation, and staff usage of existing and new productivity applications.

Facilities

In addition to 53 Bond Street, which provides on-site clinical supports, community programming spaces, and five supportive homes, CWSDS operates and maintains eight community homes in two regions. While continuing to ensure safe and service-centred facilities, our strategic plan calls for the evaluation of current facility infrastructure, and collaborative partnerships with local housing initiatives to optimize the environment that we offer to the people we support.

Advancing Financial Sustainability



Financial sustainability will be approached from the standpoint of operational efficiency and fiscal accountability, generation of new revenue and funding, and continued relevance and delivery of more value to the people we support. This strategic plan calls for greater operational efficiency through process and system improvements and enhancements. A culture of fiscal accountability will be embedded in all that we do. We will develop a portfolio of funding sources including a dedicated focus on grant applications, fundraising initiatives, creation of a fee for service model, and exploration of the development of a foundation or similar structure. Keeping the people we support at the center of our decision making, we will continuously evaluate and evolve our services and system of care to ensure relevancy and indisputable value.

Focus on Quality, Engagement, and Outcomes

TRANSFORMATIONAL CHANGE REQUIRES BOLD ACTION

CWSDS is recognized as a centre of excellence for those with intellectual and developmental disabilities and high risk behaviour needs. Our foundation is strong. However, we recognize the need for evidence-based change within the sector.

Our strategic plan for 2021–2024 calls for bold action to facilitate this change. In 2021 we will build out and strengthen the foundational tactics of the plan, creating tools and developing partnerships and processes that will support the effective delivery of our core projects. The year 2022 will have a focus on the smaller projects and in 2023-24 will be the launch of the tactics that truly set a different course for the organization. During the final year of the strategic plan will also be the commencement of a more robust strategic planning approach that includes significant stakeholder engagement.

Our progress will be tracked and measured through a comprehensive **performance management framework** that regularly evaluates the **quality** of the client experience, effectiveness of services and care, family and staff involvement and **engagement** and drives evidence-based decision-making.

The performance framework will be the basis for quarterly and annual reviews that will highlight successes and gaps, informing the need for course adjustments if necessary and supporting our focus on **continuous quality improvement**.

Outcomes

CWSDS is respected in the community and beyond as providing leadership and innovation in the pursuit of excellence in delivering person centred services

CWSDS is actively connected and supported by strategic partners

Those that we support, their families and vital advisors are respected and valued partners in the development of initiatives that ensure the needs of those we support are being met

Services are sustainable, efficient and effective to address the needs of those served

Administrative functions at CWSDS are supported by business intelligence

Acknowledgements

CWSDS is grateful for the continued support of its Board of Directors, Executive Team, all staff and families, our volunteers and the Ministry of Children, Community and Social Services.



53 Bond Street, Oakville, ON, L6K 1L8
+1 905 844 7864
www.cwsds.ca
info@cwsds.ca

Charitable Donation Number
10779 0263 RR0001