

COMMUNITY LIVING
TRENT HIGHLANDS

FORGING AHEAD II

REFRESHED STRATEGIC PLAN 2022 TO 2025

DEVELOPED WITH ASSISTANCE FROM CMCS
CONSULTING SERVICES
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INTRODUCTION

Community Living Trent Highlands provides services to people who have a developmental disability and their families living in Kawartha Lakes, Peterborough and Haliburton County.

CLTH's vision is that people with a developmental disability live a life of purpose with access to supports, both formal and informal, that promote their contributions to, and participation in, the community and society.

CLTH's mission is to inspire respect and equality for people living with a developmental disability by promoting community knowledge, organizational excellence and individual quality of life.



In 2019, Community Living Trent Highlands developed **Forging Ahead**, its 2019-22 Strategic plan. Unfortunately, the pandemic interceded, and the organization's focus turned necessarily to safety and day-to-day operations. Now CLTH wants to return to its strategic roots.

The first step undertaken was to review the mission, vision, and values of CLTH. The board of directors confirmed that these were still relevant and highly supported through the organization. It was then decided that rather than undertake an entirely new strategic planning exercise, the three strategic priorities formulated through the previous process would be a starting point. Stakeholders were asked to comment on the continuing relevance of these priorities.

The result was a very high degree of support for the three strategic priorities identified in the last plan: Leadership, Staffing and Services. Many new ideas were presented, which was welcomed. On closer examination, it was found that they too fit within one of these three themes. Therefore no new strategic priority areas have been added.

In the original **Forging Ahead** plan, the three strategic areas were numbered but not because that was their order of priority. However, based on feedback from the stakeholder survey, the new updated plan has reordered the presentation of these three priorities to demonstrate the organization's belief that at CLTH's core, delivering services is paramount. Therefore, the new plan identifies the three strategic priority areas as starting with Services, followed by Staff and finally Leadership.

As well, in the refreshed strategic plan, each strategic priority area also begins with a goal statement that identifies what CLTH is hoping to achieve. Specific key action items to be implemented follow and further development of specific actions along with intermediate goals and actions related to the themes will occur annually over the three-year life span of this new plan. The board of directors will also develop and review metrics that provide measures of progress in the three areas.

The plan takes account of the policy contained in the document titled “Journey to Belonging”, developed by CLTH’s funder, Ontario’s Ministry of Children, Community and Social Services. Journey to Belonging is in its early stages of implementation. The focus is on choice, on empowerment and on individualized supports and related funding. CLTH will monitor this policy initiative and adjust the organization’s strategies accordingly as implementation proceeds.

Finally, not every suggestion made its way into this refreshed plan. There were many other excellent ideas put forward that could improve the operations of CLTH. The Executive Director and leadership team will take those into account during their operational and program planning processes.



STRATEGIC PRIORITIES

STRATEGIC PRIORITY SERVICES

Continue building a seamless set of services for everyone who needs support

Goal:

The goal of Community Living Trent Highlands is to play a leading role in ensuring that a full range of quality services can be accessed by anyone living in our communities who desires such services. To reach this goal, CLTH needs to:

- Be innovative in its approach to providing services
- Be open to opportunities to expand so it can reach more people
- Work in partnerships with other community agencies to ensure a robust, efficient array of services.

Action:

1. Identify the significant service gaps across our communities, determine where our organization could have the greatest impact with available resources, and take action as appropriate, while engaging partner agencies and community networks in this process whenever possible, including by:
 - Prioritizing housing, including innovative housing options and housing partnerships;
 - Researching unmet needs including those related to aging, mental health, dual diagnosis, the 18 to 21 age group and people with Fetal Alcohol Spectrum Disorders;
 - Exploring the need for adult family support; and
 - Expanding fee-for-service options, including Passport, while maintaining an individualized approach to service delivery.
2. Monitor, anticipate and respond to the implementation of the government's "Journey to Belonging" policy initiative that is focused on moving to an evidence-based funding model that puts people first and that promotes a consistent, equitable and transparent service experience.



STRATEGIC PRIORITY STAFF

Go the extra mile to ensure CLTH is a great place to work

Goal:

To provide excellent service in all our communities, CLTH needs the right number of staff with the right skills to offer the range of support required. Our intent is to continue to enhance the work environment and ensure that staff are supported in their work, so they can achieve the highest level of professionalism. Our ultimate goal is a capable, confident, and committed workforce.

Action:

1. Build on current initiatives to ensure the efforts and contribution of CLTH staff are continuously acknowledged.
2. Expand the strategies being used to ensure information is shared throughout the organization.
3. Develop and implement additional recruitment and retention strategies to increase the available staff complement, especially in residential services.
4. Research and implement additional actions to address the workplace well-being of CLTH's employees.
5. Make professional development and preparation for advancement an integral part of CLTH's approach to its human resources.
6. Advocate with government for enhanced resources for employee professional development and for maintaining competitive levels of compensation.
7. Continue to improve role clarity, accountability and consistency of best practices across the organization.



STRATEGIC PRIORITY LEADERSHIP

Share what we have learned, and advocate for people we support and for their families

Goal:

CLTH is the product of the successful amalgamation of three community living organizations in Haliburton County, Kawartha Lakes and Peterborough. This experience sets it apart and is valued by others across Ontario, including those considering similar changes and funders. The amalgamated CLTH is also now one of the largest community living organizations in the province and has both the capacity and the opportunity to play a leadership role in advocating on behalf of people with intellectual disabilities, their families and the staff that support them.

CLTH will make its knowledge available to its Ontario colleagues and will use its expanded capacity to positively impact the system of services and to address other issues affecting the quality of life of people with intellectual disabilities and their families. To this end, CLTH will engage with politicians and government employees at the local, regional, provincial and federal levels and will collaborate with its community and sector partners on issues of common interest.

In exercising leadership, CLTH's goals are better lives and more welcoming and inclusive communities for the people it supports and across the province.

Action:

1. Share CLTH's experience, best practices, innovations and lessons learned with human service agencies and funders across Ontario.
2. Increase the promotion of CLTH and its mission in the communities it serves, as a means of enhancing staff and volunteer recruitment, adding to its funding base and setting the stage for partnerships and advocacy:
 - Include school boards, colleges and universities, municipalities, business improvement associations, United Ways, social service organizations and key social service committees, including planning tables; and

- Explore the merits of creating a staff position that would allow CLTH to increase its focus on community development and to increase the effectiveness of its community partnerships, then put forward a proposal to the Board if warranted.
3. Identify pressing issues that affect CLTH as a service provider and the people supported by CLTH and their families, and that would benefit from advocacy. Develop and implement initiatives to address them, including:
- More funding for services to reduce the number of people waiting for assistance;
 - Enhanced income support for people with intellectual disabilities; and
 - An increase in the number of qualified staff through expansion of Developmental Service Worker programs provided by the community college system.



CLTH in 2025

At the conclusion of the strategic plan in 2025, Community Living Trent Highlands will have undergone many changes.

