

Strategic Plan Work Plan Update

November 25, 2021

PRIORITY	OUTCOMES
1. Achieving Exceptional Services and Relevance	
1.1 Enhance existing and develop new services and supports that increase the diversity of day programs, new residential service options, employment and other areas of support that respond to the evolving needs of all the people supported, with a particular focus on: <ul style="list-style-type: none"> • Transitional Aged Youth (TAY) • People with Exceptional Support Needs • Aging People Supported and their Families 	
Lead: Laurie, Maureen & Aileen	
Tasks:	<ul style="list-style-type: none"> • Meet to review all vacancies declared to determine internal needs, growth and the service available, discussion with DSO & MCSS to review priority people. COMPLETE - April 2019 completed definitions for vacancies in day services so that CLL can better track the filling of these vacancies with consideration to internal and external pressures. Day service vacancies are now included in the move meeting discussions. • Discussion(s) with CSCN & DSO to review files of TAY priorities. COMPLETE - CLL has continued to collaborate when requested by community and hospital partners to plan for TAY's and people who inappropriately remain in hospital. Fee for service department has created and implemented support plans for community youth that are not identified through the ministry TAY. • Introduce TAY's to PCP and create a possible support plan/strategy. COMPLETE - Jan/Feb 2018 • Determine matches and create MCSS proposal for submission. COMPLETE - New home for these 4 men opened May 2018 Highview Cres. Annualized budget approved. • Engage Youth currently in Secondary school in employment services. E.g. employment training opportunities and job placement opportunities. ONGOING - Two year EMF funding has been secured to provide skill development opportunities including youth in secondary school. E3 initiative has presented to transition planning leads with the TVDSB and a process developed for referral to the initiative for students. CLL has been invited to participate on the TVDSB Transition Planning Task Group. CLL now has a representative on both the TVDSB and LDCSB Special Education Advisory Committees. • Secure funding source for summer employment experiences for secondary school students. ONGOING - Funding application to the Ontario Trillium Foundation will be submitted in May 2018 that will focus on job shadowing opportunities and peer mentoring through college education including students in secondary school. CLL was not successful in obtaining this grant. We continue to look for funding sources and employment services staff continue to seek summer/seasonal employment opportunities for people. • Developing a targeted approach to increase and foster skill development and opportunities for youth that promote independence (employment, volunteering, social skills, bus training, skills of daily living). ONGOING - CLL has secured funding through the Employment and Modernization Funding to develop and implement pre-employment skill development curriculum. The curriculum for 25 plus employment

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	<p>training classes has been developed and classes are starting in November 2018. CLL has updated SSSA training to include social media safety and 11 new curriculum classes have been developed and implemented.</p> <ul style="list-style-type: none"> ● Create plans for future home & secure investor(s). ONGOING - Beginning to explore current properties for sale that would meet our need for the capitol build request. September 2021 update – continues. Capitol build was financed by CLL (Hamilton Road) 2019-2020 secured new investor who purchased 2 homes for the agency (Hibiscus & Adrian’s Way). Existing investor purchased home from past investor. (Devon)AW ● Exploring environments to increase people with exceptional needs to participate in community participation services ONGOING - Developed a plan to search for potential sites, including an outline of physical space requirements. The plan has been created now exploring costs associated with the plan and to link the plan to specific people to justify the cost of new space. ● Encourage the purchase of planning to create best environments and involvement in access community/services ONGOING - CLL has created an internal document that identifies the types of planning products available for purchase and this information will be added to the website and other marketing tools. ● Review current purchasers to determine need and next steps ONGOING - planning is being purchased; require a marketing strategy to encourage the purchasing of planning and training provided by the planning department. CLL has created an internal document that identifies the types of planning products available for purchase and this information will be added to the website and other marketing tool September 2021 Update- website information has been updated and purchasing of planning services has increased. A tracking sheet has been created to identify planning services being purchased. An internal document has been updated which guides FFS team and planning team in available products for purchase. ● Dissing staff group to present to other staff groups presentation on supporting people with Down Syndrome and Alzheimer’s Disease. Lunch & Learn organized, open to whole agency. Update meeting held on Nov. 15/18. COMPLETE - evaluation of this presentation will be considered by the task group for future use in an electronic form. ● Form a task group/committee, to create an education plan and possibilities for cross education, internal and external, around aging and developmental disabilities. ONGOING - Tammy G and Heather B. attended RSA aging and dementia seminar October 2018. An Aging Task Group has been created to identify potential funding and networking opportunities to provide seamless supports for people who are aging and with dementia Task group completed dementia sensitivity training and will begin to train staff teams in spring 2019. Agency staff received U first training and additional staff will participate in City high five training specific to an aging population. September 2021 Update – presentation was presented to 2 staff meeting groups in 2019. On hold for 2020. 2021 Summer student created a power point presentation for future training. AW ● Create a formalized process/procedure for aging people in accommodations & CSP services to transition when required to LTC. Expanding procedures to then include all transitions due to aging/dementia i.e. day services to home or external community participation to internal Access services. COMPLETE - process has been finalized and implemented. ● Develop a continuum of day supports for the aging population including internal and external participation. Link with the above mentioned task group. ONGOING - New opportunities being offered at Ford Access specifically for an aging population and planning for people who attend Horton Access and would benefit from increased support. The Aging Advisory Group will be developing recommendations for funding

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	<p>and creative supports for people who are aging and with dementia. Training is being developed specific to community participation for the aging population by the task group.</p>
<p>1.2 Undertake the business planning and market assessments necessary to position Community Living London as a premiere and sustainable service provider within the evolving Passport funding environment.</p>	
<p>Lead: Laurie</p>	
<p>Tasks:</p>	<ul style="list-style-type: none"> • Explore and confirm CLL’s position on “managing funds” for people who receive direct funding. COMPLETE - Implementation of PassportOne as of April 2019. CLL is a TPA for passport funding. • Strategies to secure FFS staff team to be responsive to increased service requests/demand. (possible targeted job fair) ONGOING - Current recruitment for FFS staff based on individual need. Recruitment of FFS staff specifically providing behavioural supports continues to be a challenge, as is across the agency. Continued targeted recruitment and FFS team development events are coordinated with overall recruitment across the agency. FFS available blocks are now included in agency spreadsheet and recruitment process. • Confirm and document the process for recruitment, training, orientation of FFS employees COMPLETE - Orientation package and training needs of FFS staff have been confirmed and the process has been reviewed by HR, updated and implemented. • Evaluate customer satisfaction of FFS options to then determine gaps/areas of improvement within this service area COMPLETE - Customer Service Survey has been developed in collaboration with Quality Assurance. Evaluation tool is completed and distributed. • Exploring new FFS service options to meet increase and evolving demands ONGOING - information is gathered through Customer Satisfaction Surveys. Planning Services and Overnight Respite options have been formalized and offered. New partnership developed with Community Living Elgin for ODSP ES for people living in Elgin County. Club at the Hub for people on the Autism Spectrum, pilot for June 2019. FFS summer student will review and make recommendation for future options. • Promote CLL as the leader in FFS supports and service in the provision of supports ONGOING - Updated and new marketing materials in collaboration with Development and Communication have been developed along with agency postcards. Draft info and photos sent to graphic artist for review.
<p>1.3 Continue to develop organizational strengths in terms of both crisis response and preventative planning services and capabilities.</p>	
<p>Lead: Aileen/Maureen</p>	
<p>Tasks:</p>	<ul style="list-style-type: none"> • Document and further develop the procedure/process to position CLL to be responsive to community crisis and preventative planning. COMPLETE - ECR procedure and use of the Berkshire units established and is in use. • Develop 10 plans for people COMPLETE & ONGOING - 11 completed since April 2017. 2020-2021 2 new homes opened (Hamilton & Hibicus) plans and budgets etc completed for 7 people. At the current time due to lack of staffing resources, no further plans for people are being reviewed. Future planning in the “cue” to increase capacity at Cobblestone Road with funding attached. AW • Process as outlined through ECR (in partnership with MCSS, DSO, community partners/agencies) COMPLETE • Create proposal for supports for 5 people and submit for approval. COMPLETE - 9 completed since April 2017 and 8 approved

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<p>1.4 Further develop an accountability framework which includes service quality metrics to analyze and make evidenced-based decisions for people, services and the organization as a whole.</p>	
<p>Lead: Maureen</p>	
<p>Tasks:</p>	<ul style="list-style-type: none"> • Develop updated SES service specific surveys COMPLETE • Develop updated service specific surveys for each service area, considering MCSS's Outcomes Performance Measurement Tool <ul style="list-style-type: none"> ○ FSW COMPLETE ○ Children's respite COMPLETE ○ Adult respite COMPLETE ○ Community participation COMPLETE ○ Accommodation COMPLETE ○ ASLP COMPLETE ○ FFS COMPLETE • Continued engagement through a 3rd party audit-FOCUS accreditation. COMPLETE - 4 year accredited status 2018-2022, received a Seal of Sustainability. • Explore use of students to conduct face to face surveys and/or focus groups regarding quality of service and what is important for CLL to know related to service quality. COMPLETE - Applied for the Western Students but did not receive any applicants. The planning department will now be conducting their own inquiry over the course of the summer and early fall to assist with the development of questions for the updated surveys. Program review process has been developed and implemented. <p>September 2021-Update-completion of some of service specific surveys have been on hold given the inability to provide services during COVID pandemic. These will resume as services re-open.</p> <p>FOCUS Accreditation update- CLL is preparing to host validators in June of 2022 to complete our 4th accreditation. Currently documents are being compiled to submit to FOCUS for the 1st of December which is the preliminary evidence provided to show demonstration of meeting of standards.</p>
<p>2. Enhancing Our Culture Of Engagement</p>	
<p>2.1 Ensure all communications, materials, training, community connections and related engagement activities are aligned with and directly connected to the different generational and multi-cultural needs and access points across London.</p>	
<p>Lead: Anna</p>	
<p>Tasks:</p>	<ul style="list-style-type: none"> • Create a Communications task force. ONGOING - Task force created in Development & Communications (D&C) department. Department worked with students from Western Continuing Education to analyze the 'Update Newsletter' and provided feedback on how to promote CLL more effectively by sharing more pictures and stories of people supported. We are planning to send out a survey to families and community partners to see their preferred choice of communication. ONGOING-Update Newsletter has included more stories and pictures of people we support and as of recently we have shared fundraising 'asks' in the newsletter which has received positive feedback. • Collect all outgoing communications into one spreadsheet. ONGOING-looking to compare pre-and post pandemic communication outlets

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	<ul style="list-style-type: none"> Analyze spreadsheet created to make sure all different generational and multi-cultural needs and access points are being targeted. Looking for gaps. ONGOING - Young staff members are using social media as their tool for gathering information while many family members still prefer receiving mailings. Currently the department is collecting data on CLL's Facebook page to capture which posts had the most shares, comments and likes-this information will help us better understand our followers. Our Update Newsletter continues to go out 4 times a year. Our annual fund appeals are sent out in the mail and also by email as many people are choosing to 'save a tree' and have asked to receive information by email. Information collected on a communications spreadsheet since Jan.2019 shows the strong use of social media to communicate CLL events, projects and other information to the public. However, in April, CLL submitted 3 projects for print in media and written appeals. We have been approached by groups including a retired ladies group to present about CLL as well. We hope to build relationships with more groups in 2019. We have played a more active role in reposting on social media and sharing information submitted to CLL by multicultural groups. In 2022, we will look at building stronger connections with those groups. Begin to implement communication methods to reach those that are not being reached. Fill in the gaps. ONGOING - We have had an Instagram contest several times throughout the year to encourage staff to send in pictures of people supported. We have received over 200 photos from staff in the past 2 years. Facebook videos were created as a way to bring in a new crowd who prefer watching videos on social media over reading text. This has proven to be a successful tool as people are viewing and sharing videos. We hope to increase our presence in the community as well by presenting to groups who could learn more about the organization and get involved in a variety of ways. Looking at the diversity of the organization and the community and targeting those groups would be a great next step in the plan to fill the gaps in our brand awareness.ONGOING- During the pandemic we continued to present virtually to students in post-secondary. Contests have continued to be a huge hit within the organization. During the pandemic, our Volunteer Coordinator set up daily virtual activities for people to tune in at home, this was a great benefit to people we support.
<p>2.2 Continuously strengthen overall community engagement activities in support of value creation for Community Living London, fund development, community supports, and our programs and services.</p>	
<p>Lead: Anna</p>	
<p>Tasks:</p>	<ul style="list-style-type: none"> Collect on spreadsheet all events that annually engage the community in CLL's activities. Spreadsheet created and team is collecting information on all events including NOH, CIM, Volunteer events, and Third Party Fundraisers. ONGOING Analyze current community engagement events collected on spreadsheet. Looking for gaps. CLL has two annual fundraisers: Community in Motion (raising over \$60,000 with an attendance of over 300 people) and Night of Heroes (raising over \$100,000 with an attendance of over 800 people). Community in Motion (CIM) targets people supported, families, and community partners. Night of Heroes (NOH) targets community partners and corporations. Third Party Events include golf tournaments, concerts, ice cream socials, store events, and hockey games. Pre-pandemic CLL participated in more community events including the Pride Parade and Summer festivals. We continue to look for businesses to collaborate with on Third Party Fundraisers ie: Big Yellow Bag Begin to plan or maximize opportunities for CLL to engage the community and improve upon our current opportunities. ONGOING - Looking to build more partnerships with local business groups, schools, and community groups. In 2019, we have a third party event planned for every month of the year and we hope to continue that in 2020 to build more community connections while raising money for CLL. Further engaging corporate volunteers is important as well. Building the relationship beyond the one-day volunteer opportunities is key. SES has

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	<p>many employers that they work closely with throughout the year. We will be attending employer meetings with SES staff and meeting employers and building relationships. Our hope is that we can share with the employers other opportunities to get involved with the organization. Our target is to secure more third party fundraisers and add a variety of benefits to our CLL membership program. In 2022, we hope to start a Podcast that will engage staff and community members connected to CLL. Stronger partnership has recently been formed with GoodLife to promote activities for youth within our organization. GoodLife has also donated to CLL through grants and our hope is that this solid connection will help us with further conversations for more potential funding opportunities.</p>
<p>2.3 Continuously seek to be proactive in developing more comprehensive collaboration strategies and partnerships that increase the availability of and access to community resources for the people supported.</p>	
<p>Lead: Maureen</p>	
<p>Tasks:</p>	<ul style="list-style-type: none"> Review and develop list of current collaborations with eligibility requirements, lead organization and benefits to people participating. COMPLETE Create a partnership assessment tool that will determine CLL involvement with a process of who we choose to engage with including rationale IN PROGRESS - Position paper has been updated. Surveys completed and data will be incorporated into QEC data and presented to OMC annually. September 2021-Update- the survey was completed and circulated with information about partnerships. Information revealed that current partnerships maximize CLL's ability to engage people supported in community resources. Due to COVID this has not been tracked again but will resume as re-opening occurs and provides a good opportunity to re-examine partnerships. This survey will be updated annually.
<p>3. Building Our Capacities to Serve</p>	
<p>3.1 Continuously evaluate and develop marketing and communications strategies to ensure that they use the most appropriate communication channels, messaging, linkages and related strategies to maximize connectivity to all stakeholders.</p>	
<p>Lead: Anna</p>	
<p>Tasks:</p>	<ul style="list-style-type: none"> Work in conjunction with 2.1 – create an annual communications plan. COMPLETE - Communications plan completed in January 2019. Ongoing evaluation of marketing and communication strategies. ONGOING - Consistent messaging, branding, and marketing of agency is key. In 2019, the plan will focus on reaching specific target groups within CLL such as families, past board members, current employers connected through the SES program, and corporations in the community through all levels of communication. We encourage student groups and our placement students to evaluate our marketing materials and offer suggestions on how to improve. We look at our analytics to see how social media posts are being received by our followers. We engage our committee members for suggestions on how best to promote upcoming fund development initiatives.
<p>3.2 Continue to make strategic investments in Community Living London's technology capabilities, both operationally and in support of enhancing the quality of life of the people supported.</p>	
<p>Lead: Jason</p>	

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Tasks:	<ul style="list-style-type: none"> • Move Exchange server to Office 365, lower hardware costs, provide common platform, and reduce need for support for Excel/Word. Better manage storage of personal info and backup to central point COMPLETE • Upgrade SQL servers and version COMPLETE • Actively engage with OASIS Business Resource Committee (OBRC) project on Technology use in support ONGOING • Increase use of Docuware features to reduce paper, and labour ONGOING
3.3 Community Living London will strive to reflect the broader community’s cultural diversity in terms of staff, volunteers and the Board of Directors.	
Lead:	Lynne
Tasks:	<ol style="list-style-type: none"> 1. Gap Analysis COMPLETE – diversity survey gap analysis <ul style="list-style-type: none"> • Collect Stat Canada data regarding diversity of London, ON COMPLETE • Collect data from AIMS regarding diversity of people supported through CLL COMPLETE • Develop a voluntary self-declaration form to collect the diversity of employees/volunteers at CLL COMPLETE • Using the voluntary self-declaration form collect the diversity of employees/volunteers at CLL COMPLETE • Analyze the data to see whether the diversity of CLL is representative of London Community COMPLETE • In consultation with OMC decide whether targeted recruitment is needed to ensure a true representation of London diversity within CLL. (board and staff and volunteers) COMPLETE 2. Make the voluntary self-identification form a standard process during new hire process COMPLETE – form has been created and is in use 3. Diversity awareness programs scheduled for 2019 <ul style="list-style-type: none"> • Celebration of Diversity event • Sensitivity training for all employees 4. Communicate and implement the mentoring program for employees who are new comers to Canada scheduled for 2019 5. Review the onboarding process to ensure it is helpful for employees from diverse backgrounds scheduled for 2019
3.4 Ensure Community Living London is proactive in maximizing services and organizational integration opportunities that enhance the supports and services available to the people supported, and the effectiveness and sustainability of the organization.	
Lead:	Michelle
Tasks:	<ul style="list-style-type: none"> • Hire PwC to assist in developing the process for a shared services model, including an onboarding process if others want to join the model COMPLETE • Meetings scheduled with senior leaders of both London and Elgin COMPLETE • Develop process map for all key functions conducted by senior leaders to determine what is currently being done, what needs to continue and what can be ceased COMPLETE • Develop a transition plan for core functions COMPLETE • Develop which practices/processes will form the new shared model COMPLETE

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	<ul style="list-style-type: none"> • Develop a clear operating model COMPLETE • Develop a plan and processes for onboarding of new organizations COMPLETE • Operationalize the shared services model – COMPLETE AND ONGOING • Develop incorporated company, Creative Team Solutions (CTS) COMPLETE - registered business: July 25, 2018 • Relocate back-office supports COMPLETE - move occurred October 2018 • Continue to expand CTS's services ONGOING - May 1, 2018 New Frontiers Support Services joined
<p>3.5 Continue to develop an innovative and expanded fund development program, focusing on differentiated strategies that align with various demographic audiences across targeted appeals, grants, events, and planned-giving approaches.</p>	
<p>Lead: Anna</p>	
<p>Tasks:</p>	<ul style="list-style-type: none"> • Finalize annual fundraising plan in conjunction with budgeting process. COMPLETE - Fundraising plan and budget completed in January 2019. • Maximize Fund Development Committee members to diversify CLL's Fund Development program. ONGOING - Reviewed the terms of reference and we are currently recruiting new members. One new member joined the committee to date in 2019. Our members are engaged and have come up with some great initiatives to expand CLL's audience in 2022. • Develop 1 & 2 year detailed Fund Development strategy.-A new plan will be created for 2022 to incorporate ideas from the past two years of the pandemic and how it can benefit communication and fundraising moving forward. • Sharing stories in a variety of outlets to allow more people to read them: Our appeal letters will not only be printed and sent, but they are also posted on our website and social media for everyone to read and share on their outlets as well-reaching a bigger audience than print only. Online fundraisers have allowed people to donate and participate in fundraising initiatives without leaving their home. Our holiday raffles have been a success. We can engage family members from across the world now better than we have before.