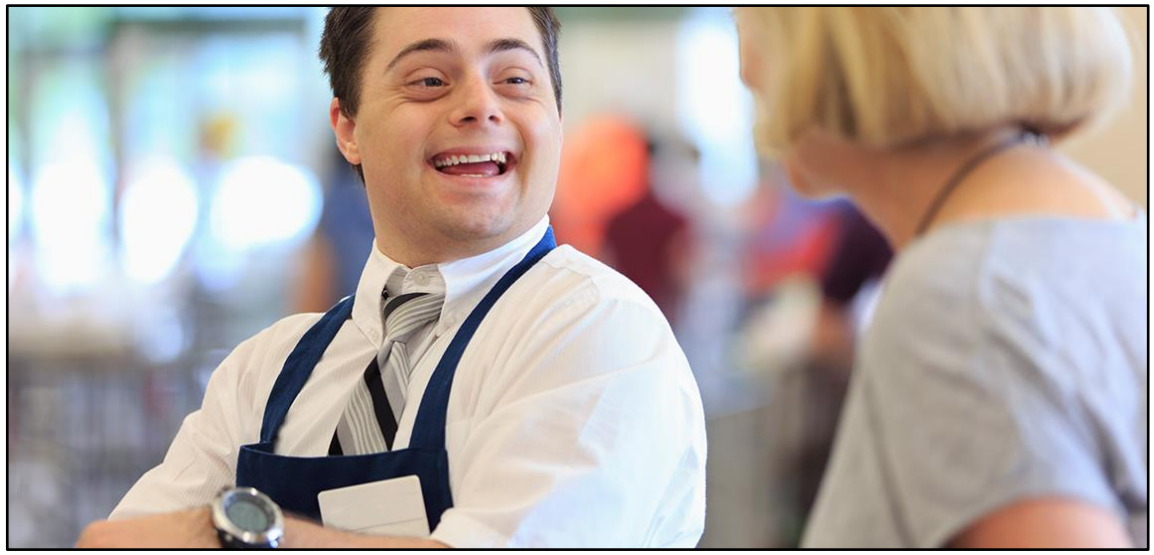
COMMUNITY LIVING
Kingston and District
Inspiring Possibilities

2021-2026
Strategic Plan



Introduction

In September 2019, the *Community Living Kingston & District* board launched a process to renew its strategic plan with a refreshed mission, long-term vision and service values for the organization. It also identified some key strategic priorities to anchor and guide CLKD's activities over the next five years and beyond.

After a close look at the organization's existing mission, vision and values, the review examined key strategic choices, new trends, pressures, evolving needs and expectations. In turn, action objectives were developed to support the identified strategic priorities.

The following strategic plan is the product of that work.

Building on Our Traditions

Community Living Kingston and District has a decades-long history of commitment and contribution to the Community Living movement. The organization's culture and identity have been shaped by the values and accomplishments of individuals, families and dedicated members of our community over time. CLKD will continue to work with local, regional and provincial groups and organizations on this journey of positive social change, one that is predicated on a shared vision of inclusion and citizenship.

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Process Overview

The development of CLKD's strategic plan involved planning meetings with the Board; online surveys with a variety of stakeholders and partners; focus groups with persons served (self advocates), families and caregivers, as well as management and staff (with representation from all areas and levels in CLKD). Operational input and the recent CARF accreditation survey were also considered.

One-on-one phone interviews were conducted with sector experts and partners in the field. Input was also received by email, all of which was incorporated into the planning process through January 2020. In all, slightly more than 200 participants contributed their views for this project. They included:

- Self Advocates/Persons Served and Families
- CLKD Board of Directors
- Kingston, Frontenac, Lennox & Addington Developmental Services Focus Group
- Leeds-Grenville Developmental Service Providers
- CLKD Management Team
- Joint Coordinators & Managers
- Residential and Community Services groups
- Mixed Admin/HR/Finance/Scheduling group
- Community Development/Employment/KwikShred groups
- Community Inclusion group
- Family Support & Childcare, Respite-Relief Team and Family Home groups
- Leadership of CUPE Local 2635
- Volunteers
- Interviews with program representatives from provincial MCCSS, Children's Services, Developmental Services Ontario, Dual Diagnosis Consultation Outreach Team, Dual Diagnosis Consulting Program, City of Kingston (Child Care, Housing & Social Services), Family and Children's Services Frontenac Lennox & Addington (FACSFLA), and former board chair Rob Hickey who led the previous strategic plan.

This final strategic plan was approved by the board in February 2020.

CLKD Board

Erina Park (Chair)
Bill Scrannage
Brian Bennett
Diane Mills
Heather Campbell
Karen Cornish
Karin Steiner
Kimberly Hurt
Linda Lam
Sarah Jikeli
Vici Clarke
Peter Sproul

(Michael Curtis was also on the board for the project launch)

Forces for Change & New Expectations:

The core of strategic planning involves making decisions and plans to address choices for CLKD and the fundamental issues it faces. These focus on priorities where special attention, effort or resources are needed to succeed.

The needs of supported people are evolving, and as a person-centred organization, CLKD will need to continue adapting in step with those trends. Strategy must also align with the province's agenda and community partnerships.

Many issues were documented in consultations and other feedback — here are some of the major themes:

Future Needs of Persons Served and their Families:

- The number of people with complex special needs is growing, putting strain on the system and increasing demands on CLKD for training, services and programs.
- Aging (of persons served, families/caregivers and staff) has many implications for supports and options needed, staffing, training and other organization-wide responses to meet changing needs. Significant concerns were identified about future housing/supports for individuals once parents can no longer care for them.
- Increasingly, persons served want to enjoy options "in their own home".
- Persons served and families value CLKD's role in reaching out to people unfamiliar with disabilities to reduce stigma and to educate partners on inclusion.
- Concerns touched on wait lists and the need for more program capacity and options.

Continuing Change in Provincial Conditions & Funding Constraints:

- Significant financial constraints and changes in provincial policy can be expected. Although this is a time of uncertainty for the human services sector in Ontario, CLKD is well positioned to address any changes in structure, process, or funding.
- Government continues to show interest in options for increased agency collaboration and integration/reduced numbers of Transfer Payment Agencies.
- Increasingly, support needs are overlapping with health, long-term care, mental health, addictions, services for children, transition-age youth and other sectors.

Housing and Supports Continue to be a Top Concern/Pressure Point:

- Within a broad concern about the need for more accessibility in the community environment for persons served, a particular theme was access to housing across a broad range of types and support options — whether residential homes, shared accommodation, family homes, supports for independent living, respite, transitional housing, retirement living, and exploring new models of providing services in homes bequeathed to persons served.
- External pressures also include lack of affordable housing supply, physical accessibility in the community, and community parking/transportation issues.

Issues Related to Organizational Capacity and Development:

- CLKD has grown significantly over the past few years and it is adjusting to the various impacts of growth and multiple locations (e.g. it is responding to growing pains, enhancing communications, and learning from new experiences).
- Growth has also affected staffing (which has almost doubled in 10 years) and budget requirements, requiring careful planning and responsible use of resources.
- This growth also means CLKD is serving more people in need of supports, has increased opportunities for innovation, and has more presence in the community.
- External pressures include competition for staff (recruitment/retention) and the increasing importance of leveraging service partnerships outside the sector of developmental services (e.g. with education, health and municipal governments.)
- Feedback from most consultation sessions touched on concerns about pressures on resources — staff turnover, retention, training, staffing levels, the balance between full and part-time roles, competitive compensation and scheduling.
- There was also a strong desire for improved stability, consistent/predictable scheduling, reduced Required-To-Stay (RTS) and more full-time positions vs. part-time (e.g. for DSP staff).

Growth & Multiple Locations:

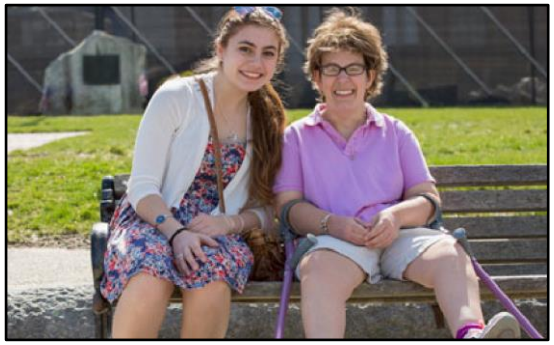
Community Living Kingston and District significantly reconfigured its locations in recent years. This included a transition from its main location at 1412 Princess Street to three alternative sites.

Services continue to be offered at CLKD's location in Gananoque.

CLKD's Options Program moved to 1292 Bath Road and the main corporate office was re-located to 541 Days Road. Kwik Shred was co-located with Employment Services on Fortune Crescent. The Family Services Division moved to 645 Gardiners Road and the Milestones Program to 1440 Princess Street, near the CO2 program. (A community services hub will be established at the former Milestones site.)

This expansion to multiple sites accommodates growth in services while enhancing CLKD's presence & engagement in the community.

Our Vision: Inspiring Possibilities and Inclusion



Community Living Kingston and District envisions a society where everyone belongs, and genuine inclusion exists for all. We strive to build a community where anyone, regardless of disability, is accepted and enjoys equal rights, respect, and opportunities for growth.

Through our services, and by example, we help build a culture premised on these values: consideration of one another, recognizing each other's differences, and treating others with mutual respect.

To realize this mandate, CLKD works in partnership with persons served, families, staff, volunteers, other agencies and organizations. It provides leadership in advocacy, skill development and community education. CLKD believes that individuals with intellectual disabilities should embrace the right to live as independently as possible, experience the security of inclusion in communities that uphold that right, and have reliable support as necessary to enjoy a full life, using the generic resources in the community.

Our vision for CLKD as an organization is to be a recognized and innovative leader in the delivery of services, offering a comprehensive spectrum of relevant supports and services to people with disabilities. This is best accomplished in close partnerships that engage persons served, their families, staff, other service providers and communities in a circle of support around each person. We also aspire to be a model for a workplace culture based on our values, delivery of quality services, and accountability — in our service sector and across the organization.

Our Mission:

To provide support for individuals with an intellectual disability and advocate alongside them so they are welcome, included, and have every opportunity to participate fully in their community with dignity and independence.

What this mission statement means in practice:

- Slight revisions to the previous mission (goal statement) highlight CLKD's advocacy role and emphasize a broader definition of inclusion applicable to the full spectrum of activities that are part of a quality life, not focused only on the impacts of institutional models and barriers for people with intellectual disabilities.
- CLKD's work often involves educating the community, typically through relationships, "teachable moments", modelling and communications.
- CLKD empowers persons served to make their own decisions (i.e. informed, self-determined choices about how to live their lives) and strives to offer personalized supports and services.
- To help meet their needs beyond the scope of services provided directly by CLKD, the agency also engages with families and other personal circles of support as well as working within the broader service network available.
- Supporting purpose statements will be developed for individual CLKD programs.

Defining Success:

Success will be measured in a variety of ways by the extent to which CLKD has achieved its mission — that is, by the tangible progress made in supporting people with intellectual disabilities so they can pursue rich lives and be effectively, safely and inclusively supported in their own communities. Objectives are to be closely aligned with their individual goals and choice of where they want to live, learn, work, volunteer and enjoy their leisure time. These desired outcomes are developed through a dialogue with persons served and input from their families.

Success in Promoting an Inclusive Community:

Through its day-to-day work and educational role, CLKD will help its partners and the community in general to become more inclusive — so that every person is valued and has opportunities to pursue their goals and achieve their full potential.

Success in Providing Supports and Services:

Supports will be well aligned, positioned and adapted to meet changing needs. This includes developing innovative supports with community partners/agencies.

Success as an Organization:

CLKD will continue to act with integrity, transparency and accountability at all levels of the organization. It will continue strengthening its values-based culture and nurture its resilience, stability, and ability to adapt to changing circumstances. The agency will proactively enhance its practices as an employer. It will also be known as an innovative partner and provide ongoing system leadership at multiple levels.

Specific metrics to track and measure progress will be included in operational plans.

How We Assess Quality:

Community Living Kingston and District recognizes the CARF Accreditation framework for continuous quality improvement. It covers:

Individualized Services & Supports

- Program/Service Structure
- Service Planning, Design and Delivery
- Medication Monitoring & Management
- Standards for Employment Services and Community Services
- Services for Children and Youth
- Family Services
- Host Family/Shared Living Services
- Respite Services
- Community Integration
- Community Housing
- Supported Living

Corporate dimensions:

- Leadership accountability, social responsibility, alignment with mission, effective governance, strategic planning and accessibility.
- Rights of persons served, legal, financial planning, risk management, health and safety, workforce management, performance measurement and improvement.

Service Values:

We believe in, make key decisions and deliver supports based on the organization's core commitments to these …

Value-Based Objectives:

1. Children have the right to grow up in a safe and well supported family from which they attend their neighbourhood school with their peers. They are a valuable part of their school community and have opportunities for meaningful relationships and contributions.
2. Every person has an opportunity for meaningful work and fair compensation.
3. Every person is able to live in a safe, secure and affordable home with others of their choosing without interference or prejudice.
4. Individuals have full access to any available, generic supports and services in the community from which they might benefit, and have influence over the manner in which they access supports.
5. Every person served will be supported to pursue an optimal quality of life in their home or community, free of institutional models, practices and philosophies of care.
6. Human, organizational and material resources are secured to achieve the objectives of the organization.
7. The objectives of the organization are promoted in ways that engage the general community, making them visible, understood and supported.

Background:

While CLKD does not control or manage the supply of accessible and affordable housing in the community, it is a concern.

New ideas and approaches have been suggested, such as new forms of shared accommodation, adapting homes as people age, or families bequeathing homes where CLKD might provide services.

There are also opportunities related to transitional housing, family homes, residential property improvements and the long-term prospects for the Mowat Avenue home and/or a replacement home.

CLKD might look at different types of innovative housing and support options, such as co-housing and intentional retirement communities, as other regions have done.

In some cases, it may well take some time to begin active implementation of any new housing models and supports.

Strategic Priorities: HOUSING

Develop innovative and creative housing opportunities

Pursue innovative and creative opportunities to help ensure persons served have access to safe, adequate and affordable housing & supports.

Action Objectives:

- Assess emerging needs for housing options and supports (including those identified in individual support plans) against suitable, available and affordable supply.
- Identify opportunities to access other supports in the community (creative use of technology for example) and evaluate successful supported-housing models and options implemented in other communities.
- Work with persons served, families and community partners to explore new models.
- Recommend priority options and decisions to be pursued, and identify their implications, potential partnerships, resource requirements and timelines.
- As a champion for persons served, deliberately engage developers, housing providers/landlords and others in the community in strong relationships to promote awareness and understanding of the needs of persons served.
- Ensure all CLKD staff have a good understanding of what is available in terms of housing toolkits, resources, supports, services and options, and also what the organization is doing to respond to these ongoing pressures.

Timeline: Ongoing, with annual review.

Strategic Priorities: WORK & COMMUNITY LIFE

Continued growth of employment & community participation.

Expand supports so people can pursue and maintain competitive employment and engage in activities that promote citizenship, consistent with meeting the needs, desires and choices of persons served.

Background:

This priority reflects a desire to respond to expectations for meaningful inclusion — in homes, in community life, at work and in volunteer roles.

It would continue to build on the reform of the Kwik Shred operation (which enables the individuals supported there to receive minimum wage compensation), as well as the recent expansion of the Employment Services program, Transition Aged Youth Programs (Compass and Bayswater), and the Family Services Division.

Action Objectives:

- Continue to respond to the choices and support plans for persons served to ensure the design and ongoing operation of CLKD programs meet evolving pressures for supports. This is accomplished with active input from persons served, and from their family members/caregivers as partners.
- In particular, assess and respond to emerging trends and impacts from aging and transition to retirement as well as growing demand for supports and services related to complex, specialized needs (including children and youth).
- Pursue opportunities to work with community partners and champion steps forward to advance/promote social inclusion and participation in meaningful roles in the community.
- Capture opportunities for supports and relationships that develop naturally in the lives of persons served. Volunteers continue to play an important role in this area, and CLKD will also be a champion for natural supports for people, enabling them to enjoy increased autonomy.

Timeline: Ongoing, with annual review.

Background:

Collaborative partnerships can offer both benefits and sometimes complications.

They may lead to more inclusion, credibility, sharing of expertise and resources, or a better case for pursuing funding opportunities.

There may also be risks of losing focus on core mission, taking on too much of the work for capacity available, or resources being spread too thin to be effective.

This is an adaptive strategy to respond creatively to growing and changing needs. Opportunities will be identified for use of innovative supports, best practices within a holistic approach to services, and enhanced collaborative approaches that are well aligned with provincial priorities and local partners.

Strategic Priorities: PARTNERSHIPS TO MEET NEEDS

Strategically engage stakeholders to respond to changing needs.

Develop new/deeper partnerships for innovation and collaboration with persons served & their families, staff, community partners and government.

Action Objectives:

- Develop and implement an intentional action plan to engage stakeholders in the design of new models, pilot projects, and exaptation projects (repurposing existing facilities or using functional capacity for new uses and emerging needs).
- Identify a range of partnerships to be pursued in more depth, starting with the most strategic, complementary and/or innovative opportunities. This includes engagement around new program, funding and social inclusion opportunities, but also to improve the community environment (such as housing and transportation).
- Identify and pursue partnerships to help meet organizational capacity needs such as workforce recruitment, staff training, activity spaces, equipment, and use of emerging technologies.
- This priority also includes a focus on a) clinical engagement, b) continuing to work with other local service providers, and c) promoting a better understanding of services and programs offered by CLKD across its many locations.

Timeline: Ongoing, with annual review.

Organizational Profile:

Although organizational growth, in and of itself, is not a strategic priority, *Community Living Kingston and District* has grown significantly as an organization in recent years.

This has been achieved through designated funding provided by the government for the specific purpose of expanding CLKD's capacity for responding to urgent needs of the community.

CLKD now supports approximately 650 individuals and employs more than 300 staff members (both full-time and part-time) with an annual operating budget of roughly $21 million. More than 85% of revenue comes from government grants and subsidies from MCCSS and City of Kingston.

It also benefits from the contributions of many volunteers and works closely with community partners to provide complementary services.

Strategic Priorities: OUR TEAM

Deploy our human resources in the most effective ways possible.

Adapt the agency's approaches to talent recruitment, retention and development, and the deployment of human resources, to respond to significant past growth, new service circumstances and emerging needs.

Action Objectives:

Operational success depends on effective management of the agency's human resources. Employees must have the tools to make a difference, be fully trained, well deployed and have a full understanding of the individuals they support. Success will also depend on active engagement and communications with other staff as well as volunteers, agency partners, persons served and their families.

- Continue current and long-term efforts to recruit, retain and train the best workforce possible and balance overall staffing levels against program scope.
- Explore a full refresh of talent management approaches, including job design and workforce structure (full-time vs. part-time balance); practices to enable more predictable scheduling, consistency and continuity of supports; improved shift coverage; training, and pathways for career advancement.
- Take further steps to become an employer of choice (which includes preserving a trusted environment, positive values-based culture, engaged employees skilled in core competencies, and a workplace culture that appeals to potential talent).

Timeline: First steps are to be pursued immediately, with efforts continuing over the life of this plan. Objectives would be reviewed semi-annually.

Quality Improvement and Accreditation:

The most recent accreditation survey was conducted by CARF International in October 2019. Their report notes that CLKD demonstrates "substantial conformance to the standards".

The summary report goes on to say that CLKD "is an organization that truly reinvests in its services to provide top quality care.

"The majority of [its] strengths centre around the positive, nurturing atmosphere the organization has created and the investment in its staff members. Clearly, values are stressed at every opportunity."

Later it notes that "CLKD is a stable organization. This is the result of many years of carefully managing resources."

Other Important/Complementary Priorities:

The priorities identified in this strategic plan speak to areas where special attention, resources and effort are needed over the next three to five years.

In addition, there are several other important issues that were identified in the strategic planning process that will be addressed in the annual operational plans for the organization. These issues include:

Continuing to Mature as an Organization and Stabilize after a Period of Growth

Many of the initiatives begun during the term of the last strategic plan will be continued to help CLKD further develop as a strong mature organization. This means proactive governance and leadership at Board, Executive Director and management team levels. Adjustments will be made to communications and various operational practices to connect teams now located at many different sites.

Attention will also be given to enhancing internal capacity/infrastructure, efficiency and effectiveness, keeping pace with demands for supports, active staff renewal and training for staff, volunteers and family members.

Financial Accountability

The organization anticipates future conditions of austerity and restraint which present the organization with the challenge of managing in an environment of rising costs, flat or reduced funding, and increasing needs of the people we support.

CLKD will demonstrate optimal, cost-effective use of its financial resources, growing its performance capacity and impact while keeping pace with changing circumstances and ensuring the organization's long-term sustainability.

(Other Important Priorities … continued)

Proactively Responding to Growing Needs for Complex/Specialized Care

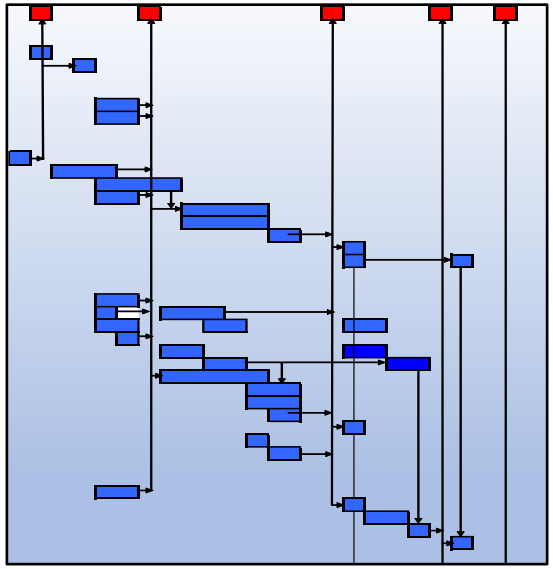
This area requires attention in operational planning for both the long and shorter term. Issues relate to the boundaries, overlaps and interactions with medical service providers and other allied professionals, as well as training to support those with more complex/specialized care needs. Collaboration is needed on Dual Diagnosis, Urgent Response, services for children and youth, palliative care and other specialist services beyond the capacities of CLKD, which is primarily a generalist organization.

Alignment with MCCSS

It has been noted that CLKD must ensure the agency, its programs and services are well aligned with priorities and funding intentions of the Ministry of Children, Community and Social Services. Agency efforts to explore creative options for residential supports and living arrangements, for example, will be pursued while being mindful of consistency with the provincial agenda as it unfolds. This includes being in compliance with the ministry's Quality Assurance Measures (QAM).

Fee-for-Service and Alternative Funding

The funding model in Ontario continues to evolve consistent with the Transformation agenda, with the introduction of Passport funding being a leading example. This emphasis on individualized, fee-for-service supports will bring continuing changes in the future. As part of its operational planning, CLKD will need to review and update its role in how it offers programs, services and supports in a "market" environment.



Implementation:

Strategy is activated through operational plans that provide more specific direction for the work and identify responsibilities and timelines — detailing who will do what by when.

Community Living Kingston and District will be developing specific workplans that respond to its future challenges and opportunities and translate the strategic priorities outlined above into ongoing activities and initiatives. Related best practices in the areas of change management, capacity building, partnership relations and policy development would also be employed.

It is expected that a high-level operational plan describing annual objectives and implementation phases will be presented to the Board at a later date.

A successful roll-out of this strategic plan will depend on effective two-way communications and related efforts to develop understanding of its implications — both by internal audiences at CLKD as well as by persons served, their families, community partners and the Ministry.

As with any well-managed implementation, progress on these strategic priorities will be reviewed regularly. Operational plans will be updated when necessary (as will the strategic plan itself, as appropriate from time to time).

This will help ensure the organization continues to anchor its activities in CLKD's mission and vision, adapt to the latest evidence and best practices, and respond effectively to circumstances as they may change through 2025 and beyond.