

Canadian Deafblind Association Ontario Chapter

Strategic Plan

June 2013

Executive Summary

Based in Paris, the Canadian Deafblind Association Ontario Chapter (CDBA ON) is a registered charity and has provided services across the province to members of the deafblind community for over 20 years. CDBA Ontario is recognized within Canada and around the world as a leader in the provision of Intervenor Services.

CDBA ON is governed by a 12 person board of directors who volunteer their time and expertise to establish the direction for the organization.

The day to day leadership is provided by the Executive Director in cooperation with the Director of Operations, the Director of Finance, and the Director of Training. The organization is further supported by the administrative team comprised of the Managers of Intervention Services, the Manager of Human Resources, Health and Safety Officer and the Database Administrator.

The strategic planning session was conducted this year using the SOAR methodology. This stands for Strengths, Opportunities, Aspirations, and Results. This positive approach to strategic thinking and planning allows CDBA ON to construct its future through collaboration, shared understanding, and a commitment to action.

One of the fundamental differences between SOAR and more traditional strategic planning models is that a broad representation of stakeholders is invited into the SOAR process. The stakeholders that participated in this year's planning sessions involved employees from all levels of the organization. A session was held on February 20th 2013 with the Intervention staff and another session was conducted again on March 2nd and 3rd 2013 for the Board of Directors, the staff directors of CDBA, managers and administrative staff.

The participants in the 2013 Strategic Planning Sessions included:

Board Members

Ted Isard
Ericka Dixon-Williams
Brad Ramey
Jaykaybie Brown
Karen Esmail
Wayne Lowery
Anabela Dasilva
Carolyn Monaco

Staff Members

Cathy Proll	Whitney Myke
Cindy Rock	Hannah Lee
Sue Hall	Tiffany Ferguson
Katherine Hesson-Bolton	Stan Kazmarek
Christina Yoon	Kimberly Kincaid
Devin Shyminsky	Kimberly Hiltz
Courtney Robertson	Sarah Smith
Heather Marsden	Martha Adrian
Diane Wilcock	Janet Storey
Cathy Pascuttini	Carol Manikus
Leah Cameron	Karen Wright
Jodie Gilson	Holly Floyd
Lindsay Border	Donna Dubouis
Jennifer Boyd	Kali Meeks
Miranda Babcock	

The facilitator for the session was Dene Elligsen, facilitator and coach, Elligsen & Company.

Review of the Mission, Vision and Core Values

The meeting began with a review of the Mission, Vision, and Core Values Statements to determine if they are still appropriate or whether modifications were required.

Mission Statement

Canadian Deafblind Association Ontario Chapter is a non-profit organization committed to enhancing the lives of people who are deafblind through support, services, awareness, recognition and Intervention.

Vision Statement

All people who are deafblind will live rich, meaningful lives.

Core Values Statements

We believe in:

- The philosophy of Intervention
- Quality in all that we do
- The value of each life and the value each life brings to others
- The right of every individual to respect, dignity, and opportunities
- Open communication amongst all
- Province –wide accessibility to services
- Working with families, professionals, and all those who interact with those touched by deafblindness

Visioning Work

The Vision for CDBA ON in 2018 reflects

- More consumer involvement
- Leaders in innovation and training
- Services for all ages
- No barriers with full access
- Person-centered focus
- Increased employment opportunities for individuals who are deafblind
- Staying true to our roots
- Sharing our talents and expertise nationally and internationally

Review of the 2009-2013 Strategic Plan

The 2009-2012 strategic plan included the following 6 focus areas.

Strategic Focus Areas 2009 - 2012



2009- 2010 Accomplishments

Resource Centre

- Conducted visioning sessions
- Determined the functionality and services for the building
- Explored a variety of potential sites
- Submitted infrastructure application
- Meetings were conducted with Peter Vicano to determine the viability of building
- Secured additional office space to accommodate expansion of staff

Marketing and Branding

- Name change event at the symposium
- New design for the website and we are now revamping the content
- New Facebook page
- New promotional brochures
- New Training Brochure
- New Banner
- CDBA Awards Night
- Booth at Junefest
- Flag Raising Ceremony
- Art Show
- Letterhead now has French language translation
- Interviews with local TV and newspaper reporters

Fund Development

- Secured Ketchum Canada to develop an fund development plan for CDBA ON
- Purchased an Online Database to assist in our research to apply for various funds
- Developed and submitted 8 funding proposals

Children's and Family Services

- Hired a consultant to develop a report on the needs of children who are deafblind and their families
- Parent presentations were given at both WRMS and in Sudbury
- New families in attendance at the Parent Conference

Organizational Capacity

- Regular Interdepartmental Staff Meetings
- Development of New policies and procedures and accessible on the database
- Safety Group Elements – completed
- Newly developed staff orientation and screening outline for new hires
- New Training Curriculum developed
- New best practices for Administration, and Improved Safety
- Recruitment of a Communications Coordinator

Adult Intervention Services

- Intervention Services Department divided into 2 teams
- Recruitment of 2 new managers
- Recruitment of a Director of Operations and Quality Assurance
- 5 new consumers joined our adult services
- 50 -60% of the staff are now trained and using the database
- Person Centered Planning process including the book about me and the consumer profile have been developed
- Supported the work being done in the develop of a deafblind needs assessment

2010 - 2011 Accomplishments

Resource Centre

- Purchased land and building for the new resource center
- Explore and secure funding for the renovations at the resource center
- Developed the final floor plan for the resource center

Fund Development

- Implement some of the strategies from the KCI plan
- Recruitment and search for Director of Fund Development began

Marketing and Branding

- Website revamp completed including French translation
- TSX Opening
- Toronto Blue Jays awareness night

Organizational Capacity

- Recruitment of New board members
- New Policy and Procedures
- Ongoing development of the Health and Safety Program
- Staff satisfaction survey was conducted using an outside company

Adult Intervention Services

- Announcement of new funding models
- Conducted 3 Ministry information sessions with MCSS, families and consumers
- Meeting with the Minister of Community and Social Services
- Numerous meetings with MCSS senior staff
- 11 new consumers joined our adult services
- Additional training provided to Intervention staff with new training funding

Children's Services

- Applied for various grants and federal funding to sustain the children's Intervention programs

2011-2012 Accomplishments

Resource Centre

- Financing secured from BMO for Renovations on the Resource Centre
- Renovations completed on Resource Centre
- Organization of staff and offices to move from Brant Avenue to the Resource Centre in Paris

Fund Development

- Hired a Director of Fund Development
- Secured a number of grants for the Intervention Programs
- Supported by our local insurance company for the AVIVA fund competition

Marketing and Branding

- Sustaining of awareness activities
- Revised brochures and business cards
- TV coverage and newspaper coverage of the developments in the Resource Centre

Organizational Capacity

- Successfully passed a work well assessment
- AODA compliance
- CRA Audit
- Addition of a Training Coordinator
- Addition of a Health and Safety Officer
- Addition of a Manager of Human Resources
- New Board Orientation Training

Adult Intervention Services

- Addition of 1 new consumer into Adult Services
- Introduced the Support Intervenor Position in SILP programs
- Review of Service Models

Children's Services

- Grants for the holiday Intervention Programs
- Investigate the possibility of a family conference

Environmental Scan

The strategic planning model SOAR engages a broad representation of stakeholders to identify and build on strengths, connect to and clarify the organization's value set, vision and mission; discovers the opportunities that the organization aspires to pursue; determine and align organizational goals and revise or create new strategies, systems processes and structures to support the goals; and implement the plan so it guides everyday decision making and actions. The results of the environmental scan will be incorporated into the goals and actions moving forward.

The following questions were posed to the group as part of the Environmental Scan:

Strengths

1. Thinking about the organization's achievements over the last 3 years, what are our greatest strengths?
2. What makes CDBA ON unique in the marketplace?
3. What has enabled CDBA Ontario to realize the vision that "All people who are deafblind will live rich meaningful lives"?

Opportunities

1. What are the top 3 opportunities on which we should focus our efforts?
2. How can we best meet the needs of our stakeholders, including consumers, families, community, and employees?
3. If we had challenges, what do we need to do so we can avoid these challenges next time?
4. What new skills and/or different ways of working do we need to move forward?

Aspirations

1. What really matters to us?
2. Reflecting on our strengths and opportunities conversations, who are we, who should we become, and where should we go in the future?
3. What projects, programs, processes, would support our aspirations?

Strengths	Opportunities
<ul style="list-style-type: none"> <input type="checkbox"/> Strength of individualized services & flexibility to meet unique needs of consumers <input type="checkbox"/> Strong relationships with MCSS, Board members, amongst staff members and stakeholders <input type="checkbox"/> Passion and commitment <input type="checkbox"/> Staff abilities, experience and professionalism <input type="checkbox"/> The Resource Centre <input type="checkbox"/> Training <input type="checkbox"/> Having National and International ties <input type="checkbox"/> Being a single point of access <input type="checkbox"/> Expanded use of technology <input type="checkbox"/> Strong leadership team and Executive Director <input type="checkbox"/> Our history- where we started and remaining true to our roots <input type="checkbox"/> Financial Strength 	<ul style="list-style-type: none"> <input type="checkbox"/> Resource Centre utilization <input type="checkbox"/> Expand support and services for the Francophone community <input type="checkbox"/> Increase use of technology <input type="checkbox"/> Increased Consumer focus & involvement (PCP) <input type="checkbox"/> Consumer housing and service models <input type="checkbox"/> Fundraising <input type="checkbox"/> Awareness & developing career paths at the post-secondary level <input type="checkbox"/> Internal/external training <input type="checkbox"/> create an onboarding process for families and service contracts <input type="checkbox"/> Empowerment- ensuring systems are in place to ensure all stakeholders can be proactive and flexible <input type="checkbox"/> Communication- appropriate vehicles for improved information sharing. <input type="checkbox"/> Human Resources- processes and systems
Aspirations	Results
<ul style="list-style-type: none"> <input type="checkbox"/> To be leaders in the field of deafblindness <input type="checkbox"/> To become mentors <input type="checkbox"/> Legislated single point of access <input type="checkbox"/> Expand services <input type="checkbox"/> Infrastructure review <input type="checkbox"/> Succession plans in place <input type="checkbox"/> Document successes and knowledge <input type="checkbox"/> Evaluation processes <input type="checkbox"/> Consumer well-being and success <input type="checkbox"/> Living our Vision <input type="checkbox"/> Leaders in communication through the use of technology <input type="checkbox"/> training 	<ul style="list-style-type: none"> <input type="checkbox"/> 7 key focus directions have been identified for 2013- 2016 <input type="checkbox"/> Human Resources <input type="checkbox"/> Communication <input type="checkbox"/> Family and distance Programs <input type="checkbox"/> Training <input type="checkbox"/> Consumer Focus <input type="checkbox"/> Utilization of the Resource Centre <input type="checkbox"/> Board of Directors

2013 – 2018 Key Focus Areas



Key Focus Area: Communication

Goals:

- 1) Develop clear lines of communication which includes direction as to whom the communication is required to be shared with.
- 2) French translation of market and training materials.
- 3) Communication to the francophone families in their preferred language.
- 4) Communication to staff, families, and stakeholders using technology and social media.
- 5) Develop activities that promote the awareness of deafblindness and Intervenor Services.
- 6) Suggestion Box.
- 7) Add to the core values, a statement pertaining to positive messaging.

Key Focus Area: Family and Distance Programs

Goals:

- 1) Develop a Handbook for Family Programs and the Supported Independent Programs.
- 2) Family survey to identify family needs and program satisfaction.
- 3) Create a budget to support consumers that live at a distance from the Resource Centre to participate in activities at the center.
- 4) Ensure all staff has access to the database including those working in family home programs.
- 5) Information and training workshops to families to strengthen our relationships.

Key Focus Area: Consumer Focused Services

Goals:

- 1) Develop and Implement a Person Centered model for the delivery of Individual services to CDBA consumers.
- 2) Focus on Intervenor Services and doing this well.
- 3) Conduct a Housing review that includes input from stakeholders to ensure consumers are living in housing that is safe and meets their needs.
- 4) Transformation of service models from homes of 2 people to homes with 3 or 4 people.
- 5) Story Telling - capture consumers stories and histories.
- 6) Develop workshops for consumers.

Key Focus Area: Training

Goals:

- 1) Develop Department Specific Orientation Training including an understanding of the roles and responsibility of the job.
- 2) Develop training and orientation for new consumers and families joining our services.
- 3) Formalize a mentorship program for staff moving into supervisory positions.
- 4) The Director of Training and Intervention Coordinators will develop a follow up training plan to provide further mentorship to staff member after they have attended a training session.
- 5) Develop an annual training plan that incorporates the training needs of the organization in that year.

- 6) Conduct a review of the methods of training in the organization and adjust our method of delivery and evaluation accordingly.

Key Focus Area: Utilization of the Resource Centre

Goals:

- 1) Develop a vision for the Resource Centre.
- 2) Develop a business plan and open the café.
- 3) Conduct a mapping exercise and identify skills and talents of staff in the delivery of programs and events in the resource center.
- 4) Develop the program and resources required to operate a respite program in the apartment.
- 5) Develop a volunteer program to support the needs of the resource center.
- 6) Identify strategies to engage all stakeholders in communicating their ideas for programming and activities within the resource center.
- 7) Develop the business plan and open the tuck shop

Key Focus Area: Human Resources

Goals:

- 1) Review the needs of the Organization and the Goals of the strategic plan to ensure the staffing infrastructure is in place to support this.
- 2) Review of all job descriptions to ensure they are all still relevant.
- 3) Conduct a review of the performance appraisal system and make changes accordingly.
- 4) Purchase Human Resource Software.
- 5) Review of the recruitment cycle including timing and interview questions.
- 6) Investigate employee retention strategies to reduce staff turnover.

Key Focus Area: Board of Directors

Goals:

- 1) Review of the organization By-laws and the implementation of recommendations.
- 2) Review of the Financial Policies of the Organization.
- 3) Incorporate into the core values – language around positive messaging.
- 4) Board of Directors performance appraisal and succession plan.