



**Strategic Framework
2016 – 2019
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Introduction

Established in 1988, Participation House Support Services (“PHSS”) is a non-profit, community-based corporation providing a broad range of services with a focus on supporting adults with complex physical and/or developmental disabilities to reach their full potential at home and in the community. PHSS provides services in London/Middlesex, Oxford, Elgin, Huron Perth, and Grey Bruce, and is committed to providing life-time care while encouraging and creating an inclusive community where persons with complex disabilities have access to all the community has to offer, and are included in a valued and meaningful way.

For 28 years PHSS has provided visionary leadership and acclaimed support services of the highest quality. As an organization, it continues to grow as it responds to the needs of people and families in the community with flexibility and innovation.

PHSS receives funding from the Ministries of Community & Social Services and Health and Long Term Care through the SW LHIN to provide the following residential supports or assisted living services to:

- over 125 people with complex medical and physical needs, in over 50 homes;
- day and overnight respite services at 6 locations to another 50 adults who are medically fragile, including those who are ventilator dependent;
- through the community involvement program at least 40 adults are supported to pursue individual and/or group activities as well as volunteer and educational pursuits;
- assists approximately 25 families with adult children living at home to manage their individualized funding in a wide variety of ways; and
- overnight respite services.

Strategic Planning Process

The strategic planning process occurs every three years led by the Board of Directors and is supplemented by annual reviews of the plan. The purpose of this process is to update the organization’s strategic direction; advance PHSS’ mission, vision, and values; continue to pursue a culture of improvement and reflection to determine best practices to ensure our services are a valued part of our community; and evolve our services through innovation and collaboration to enhance the range of valued supports PHSS provides to those we serve and their families.

PHSS began this strategic planning process in September 2015 building on the Participatory Action Research process with the goal of having an updated and approved strategic plan by the end of August 2016. The Board’s Policy & Oversight Committee (“P&O”) oversaw and contributed to the planning process.

The Board and Senior Management engaged many of our stakeholders and considered the strategic issues facing persons and families, PHSS, and the health and support service system. Participants identified the strategic directions and complementary goals, strategies, and initiatives required to address the issues. The conversations were productive and far-ranging having a positive impact on the Strategic Framework.

The strategic planning process incorporated:

- input from many sources and perspectives including internal and external stakeholders: persons supported by PHSS, families, friends, community members, staff, board, and funders;
- encouraged constructive, critical reflection;

- findings and recommendations of the Participatory Action Research (“PAR”) process that are found in the separate PAR report.
- focused on creating a solution-based response/action to reflect the perspectives of stakeholders and the best options for moving forward;
- findings incorporated in the “Environmental Scan Report” that analyzes PHSS’ internal and external environments and is provided in a separate report; and
- a commitment to move forward to ensure continuous improvement, innovation, and excellence.

The Vision, Mission and Principles as well as the Strategic Directions articulated in this report will serve as a framework within which PHSS’ Board and Management will make decisions and select the opportunities to act on over the next three years. The management strategies and initiatives summarized in this document will be further developed by the Management team.

The Strategic Directions identified are:

1. **Preserving What Is Sacred**
2. **Creating and Influencing Community**
3. **Enhancing Our Capacity to Serve**
4. **Leading in Health and Support Services**

Vision, Mission and Principles

PHSS’ Vision, Mission and Principles were last modified in 2009. They continue to be the foundation upon which PHSS’ plans are developed.

Vision

A leader in community inclusion of individuals with developmental and/or complex physical needs.

Mission

Participation House supports individuals with developmental disabilities and/or complex physical needs to live in their own homes, participate in community and enjoy life with family and friends

Support Principles

We believe...

1. *Being a valued, participating member of a community improves quality of life.*
2. *Everyone has the right to live with dignity in an enriching environment.*
3. *In encouraging and assisting individuals to make their own decisions, including the supports that are right for them.*
4. *Family and friends play an important role in supporting and advocating for loved ones.*
5. *In supporting individuals to strengthen their relationships with family and friends.*
6. *In the development of communities that are interdependent, mutually supportive, and responsive to the needs of all members.*
7. *Individuals have the right to those supports necessary to be active and valued members of the community.*
8. *Funding should be based on the individual’s needs.*
9. *Continuous quality improvement and innovation are integral to improving support.*

Operational Principles

We believe...

- 1. Trust, honesty and mutual respect are fundamental for people to work together effectively.*
- 2. Teamwork and participation are essential and promote belonging, self-worth and commitment.*
- 3. Creativity and innovation are necessary to achieve excellence.*
- 4. In the expression and discussion of differing views.*
- 5. Every staff member has valuable contributions to make to the organization and a responsibility to support individuals in their growth and development.*
- 6. Delegation of responsibility must be accompanied by the associated authority to make decisions.*
- 7. Supported individuals affected by a decision must be involved in the decision making process.*
- 8. In recognizing the efforts and achievements of staff members.*

PAR Process

A key component of PHSS' strategic planning process is the completion of its Participatory Action Research Process, which as noted above, is described in its own report. Because the PAR process focuses on PHSS' performance and experiences providing support to the people we serve, it is a vital component to setting PHSS' strategic direction for the next three years.

The following one-page diagram highlights the findings and follow-up associated with the outcome of the PAR process, along with the corporate commitment to address the PAR recommendations.



THE 7-STEP KOTTER MODEL OF CHANGE MANAGEMENT



Strategic Directions

1. Preserving what is Sacred

Maintaining our unwavering commitment to those we support

Since it was founded PHSS has been guided by its Vision, Mission, and Support and Operational Principles. Our first Strategic Direction focuses on maintaining PHSS’ ongoing commitment to “Preserving What Is Sacred” to the corporation and staff. At its essence, this involves continually providing excellent support to all the people that PHSS supports, application of continuous quality improvement and evolving the range of services provided to the people who PHSS currently supports and those we support in the future.

Goals	Strategies/initiatives
<ul style="list-style-type: none"> • Continue to provide quality and responsive support to all persons supported by PHSS. This goal incorporates the continuing corporate commitment to: <ul style="list-style-type: none"> ○ continuous improvement of all aspects of PHSS’ services and functions to reflect the evolving needs (including an aging population) of the people se support and their families; ○ further deepen and embed the PAR process into all aspects of PHSS’ strategies and initiatives; and ○ involve families and community in supporting people in ways that are valued & meaningful to each person. • Seek opportunities to serve people waiting for service by evolving PHSS services and programs, and advocating for those not able to access services they require. <ul style="list-style-type: none"> ○ Reach out and support families struggling to support family members at home. ○ Work with families to create opportunities that meet their needs and matches our skills, competencies, and vision. • Look for and pursue opportunities to sustain and grow the organization to support persons who are receiving services from PHSS and their families. 	<p><u>Board</u></p> <ul style="list-style-type: none"> • Continue to enhance Board’s governance capacity and leadership including oversight of quality and initiatives to improve services provided by PHSS. • Provide regional presence and leadership at strategic tables (board-to-board collaboration, nurture relationships with funding bodies) • Monitor impact of developments on current services. <p><u>Management</u></p> <ul style="list-style-type: none"> • Continue to be continuously informed by data from all sources and adjust to respond effectively to the evolving needs of those we serve or changes required by gov’t funding agencies. • Enhance range of community services as funding allows. Expand support circles for those who do not have families • Revisit and enhance quality improvement plans • Incorporate staff focus group themes into strategies • <i>More strategies to be developed...</i>

2. Creating and Influencing Community
Creating inclusive communities through engagement, education and influence

In order to advance our Vision, Mission, and Support and Operational Principles, PHSS has always recognized the importance of being part of the Community and to influence the various communities and policies that impact the people we support. Our second Strategic Direction focuses on PHSS’ commitment to engage, influence and educate community and external stakeholders in order to advance the involvement, inclusion and recognition of diverse persons who live with one or more permanent disabilities.

Goals	Strategies/initiatives
<ul style="list-style-type: none"> • Pursue a more targeted, issue-specific approach to address community specific and policy barriers to inclusion. • Develop a community inclusiveness advocacy plan with multiple streams that reflects the needs of people supported by PHSS. • Leverage insights from others and pursue opportunities to work together to educate and pursue a more inclusive community. <ul style="list-style-type: none"> ○ Build capability amongst families ○ Partner with community groups and service providers • Partner with the Foundation to tell our story and celebrate successes • Create a stronger community presence across the region 	<p><u>Board</u></p> <ul style="list-style-type: none"> • Collaborate with interested partners to establish advocacy strategies to enhance community inclusion. • Align community inclusion and advocacy targets with provincial direction and regional priorities • Work with Foundation Board to tell PHSS’ story and celebrate successes. • Enhance engagement of Directors in advocating for more inclusive community and partnering with other Boards. • Provide leadership and oversight in extending PHSS’ regional impact.
	<p><u>Management</u></p> <ul style="list-style-type: none"> • Create more opportunities for inclusion of those we support in the community through collaboration, advocacy, communication and education • Pursue specific barriers in the community(e.g. access to swimming pools) and associated public accessibility policy implications to create success. • Develop community inclusiveness advocacy plan and initiatives with target specific issues and public policy, and involve persons we support and their families. • Foster partnerships with other organizations in pursuing opportunities for enhance community inclusion. • <i>More strategies to be developed...</i>

3. Enhancing our Capacity to Serve
Supporting an increasingly diverse and growing number of persons

Our third Strategic Direction recognizes the need for PHSS to continuously enhance the organization’s capacity to ongoing support to the people we support, grow a broader regional role, and to fulfill our obligations as a government funded not-for-profit corporation in the Province of Ontario. Our capacity refers to all components of the organization necessary to support our customers and their families, provide needed management and corporate governance and meet our obligations as a government funded organization including the value for money or the services provided by PHSS

Goals	Strategies/initiatives
<ul style="list-style-type: none"> • Improve processes and efficiencies through enhanced technology and improvement initiatives – without sacrificing quality for efficiency • Create innovative service, operational and administrative practices that help to sustain and grow PHSS. • Prepare proactively for changing service support landscape and capacity challenges including the needs of communities not currently served by PHSS. • Expand regional reach/focus (geography) • Explore and prepare for possibility of integration, collaboration with other agencies/programs • Develop staff skills/competencies and human resource capacity • Recognize staff contributions to the quality of support services and PHSS’ success • Remain informed of emerging issues & challenges that may impact PHSS. 	<p><u>Board</u></p> <ul style="list-style-type: none"> • Continue to develop and strengthen governance practices and Board capacity • Provide diligence and oversight of PHSS, its partnerships and obligations. • Ensure decision making is aligned with Vision, Mission, and Principles. • Commit to personally using technology in fulfilling Board duties.
	<p><u>Management</u></p> <ul style="list-style-type: none"> • Collect data (e.g. through research and conversations) about needs in other communities. • Collaborate with other agencies to explore integration possibilities. • Expand organizational capacity to prepare for future opportunities • Serve both those who are privately funded and/or ministry funded. • Enhance employee experience, training and engagement. • Board will get committee & Board materials no less than 4-5 business days before each meeting • <i>More strategies to be developed...</i>

**4. Leading in Health and Support Services
 Contributing to transforming health and social services through
 innovation and collaboration**

Our fourth Strategic Direction recognizes the increasing provincial and regional focus on transforming the delivery of health and social services. Since its beginning PHSS has provided leadership and been innovative in designing and delivering health and social services that respond to the needs of persons with challenging and complex medical conditions and developmental disabilities. This strategic direction recognizes PHSS’ ongoing innovative role and leadership associated with provincial and regional transformation and our pursuit of opportunities that enhance the provision of community-based health and social services to persons with ongoing complex needs.

Goals	Strategies/initiatives
<ul style="list-style-type: none"> • Continue to innovate and pursue opportunities to leverage PHSS’ success to broadening its community-based health and social services through existing and new partnerships being guided by regional and provincial priorities. • Provide regional leadership in community-based complex developmental or medical care across the SW LHIN working with partners across the region. including better access and integration of services to persons who have complex or specialized high-need care needs and limited community support alternatives. • Pursue opportunities to influence and support implementation of MCSS direction and priorities in the region. • Continue to be a health and social services leader at local, regional and provincial tables. • Pursue opportunities to enhance better integration of community-based health and social services. 	<p><u>Board</u></p> <ul style="list-style-type: none"> • Ensure due diligence in understanding and being guided by regional and provincial priorities. • Establish means to enhance Board engagement with SW LHIN, MCSS/MCYS, and existing and potential partners in ways that reflect provincial and regional priorities. • Continue to increase the Board’s knowledge base related to external developments that may impact on PHSS •
	<p><u>Management</u></p> <ul style="list-style-type: none"> • Articulate and communicate the meaning and description of a “specialized hub”. • More strategies to be developed.

Conclusion

The Strategic planning process developed a recognition that PHSS needs to:

- continue to evolve and engage in the transformation of community-based health and social services;
- pursue its role as a specialized hub and taking a leadership role within the LHIN;
- Reinforce the existing cohesion throughout the organization – moving forward together with a living vision;
- implement the PAR recommendations including building a quality experience for those we support and their families;
- work with indigenous groups and diverse groups within our community to build and create more welcoming and inclusive communities;
- preserve what’s sacred to PHSS;
- expand services that complement our current services; and
- reflect the strategic directions of the health, community and social services sectors regionally and provincially.