

Madawaska Valley Association for Community Living STRATEGIC PLAN 2019 – 2021



MISSION

Working together to improve the quality of life for people with intellectual disabilities.

VISION

We envision Madawaska Valley Association for Community Living as a leader in providing service and supports that promote inclusion of all. We seek a community without barriers, where people can achieve personal success and fulfill their dreams.



It is with great pleasure that we share with you our Strategic plan for 2019 - 2021. We wish to thank our many shareholders who provided information for us to work with to create this plan that will guide our direction over the next few years.

We look forward to sharing experiences and working together to accomplish the many goals outlined here.

We remain - Better Together!!

Monica

Strategic Direction	Objective	Action	Success Measures	Key Performance Indicators
#1 INCREASE TRAINING & DEVELOPMENT OPPORTUNITIES	#1 Increase Opportunities For Student Placements	1) Reach out to Algonquin & Loyalist College - DSW, SSW, & PSW programs to offer placement opportunities 2) Reach out to local high schools - Barry's Bay, Bancroft, Eganville, for potential Co-op Student placements. 3) Explore other faculties that could help at MVACL.	<ul style="list-style-type: none"> • All schools indicated will have received documentation outlining what we can offer. • Documentation will be followed up by Face to face visit with the appropriate school personnel. • CPS (Community Participation Supports) will track placements at MVACL. 	More students will use MVACL as a placement opportunity. At the end of year 3 we will be hosting at least 3 placements a year.
	#2 Build stronger relationships between staff at all levels.	1) EERC (Employee Employer Relations Committee) will champion this initiative. 2) A sub-committee may be created to manage: <ul style="list-style-type: none"> • Buddy system for new staff. • Mentors for staff > 1 year 	<ul style="list-style-type: none"> • HR to administer a survey to determine the quality of professional relationships at the beginning of each calendar year. • Survey results will inform further actions of the EERC. 	Survey indicates an improvement in the quality of professional relationships.
	#3 Encourage a positive Learning Environment for staff	1) Training Committee and Learning Center to offer Lunch & Learn sessions; all levels of staff invited. 2) Celebrate accomplishments - social media	<ul style="list-style-type: none"> • HR survey above will also assess the quality of the learning environment, and staff satisfaction annually. • The management & CPS (through social media) will acknowledge accomplishments. 	The survey will indicate that staff experience a Positive Learning Environment.
	#4 Increase community outreach	1) Promote & support a sibling/ family support group. 2) Host a guest speaker annually; large venue, invite surrounding community & other agencies.	<ul style="list-style-type: none"> • MVACL will provide admin., social media and resource support as required. • MVACL will host one community event with a major speaker annually. • The Training committee will follow up for feedback on speakers. • 	Family members will report satisfaction with this resource. The community will report positively on the information provided by guest speakers.

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(Continued) INCREASE TRAINING & DEVELOPMENT OPPORTUNITIES	#5 Maintain a living succession plan	<ol style="list-style-type: none"> Revamp Performance Review Managers to have informal quarterly meetings to check in with each staff; <ul style="list-style-type: none"> Note goals / concerns of each staff. Create Work Plans indicating how we can help. CAQs (Competency Assessment Questionnaires) will continue to measure staff competency. 	Managers & staff are consistently meeting quarterly.	<p>Staff are meeting their development goals and CAQ requirements.</p> <p>MVACL has succession plan that is updated annually.</p>
	#6 Improve Knowledge of available Services	<ol style="list-style-type: none"> Host different service providers throughout the year, to speak about their services, at the Learning Center. Participate in local Service Providers “fair”, with MCCH. (Madawaska Communities Circle of Health). 	<ul style="list-style-type: none"> Service Provider Presentations will be well attended. The MCCH ‘Fair’ will be well attended. 	<p>MCCH Exhibition will have been completed by year two.</p> <p>Survey results indicate an increase in service/community awareness</p>
	#7 Provide relevant training for staff.	<ol style="list-style-type: none"> Training committee to send out a survey for input from staff on topics to cover. Learning Center facilitator to work with Training Committee to ensure topics are presented, and evaluated. Review current evaluation metrics and revise as necessary to determine the effectiveness of training. 	<ul style="list-style-type: none"> Administer an annual training subject matter survey. Evaluate each training event separately. Evaluation process provides useful information. 	<p>Feedback on training indicates an effective and positive learning environment.</p> <p>Staff are using the training provided.</p>
#2 INCREASE COMMUNITY UNDERSTANDING OF INCLUSION THROUGH AWARENESS AND EDUCATION	#1 Provide easily accessed information re: <ul style="list-style-type: none"> Inclusion Intellectual Disabilities Developmental services What is a DSW? What is Social Justice? 	<ol style="list-style-type: none"> The management team will assist with, and delegate staff to create information packages on the various topics. CPS will make information available on a variety of Social Media platforms, including regular updates to our website. Workshops will be made available to all staff to assist each staff member in creating a brief ‘elevator speech’ that answers basic questions. 	<ul style="list-style-type: none"> Social Media venues will be reviewed a minimum of 3x weekly. A survey will be developed for community members to assess their understanding of the topics in #1. This survey will be administered again after 1 year. CPS will initiate a poll to determine which social media platforms are used most frequently. 	<ul style="list-style-type: none"> Community surveys will indicate an increase in understanding of Inclusion and D.S services. MVACL will have a presence on the Social Media platforms most widely used by our stakeholders. Social Media platforms will remain up to date and will report regular use by the community.

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<p>(Continued)</p> <p>INCREASE COMMUNITY UNDERSTANDING OF INCLUSION THROUGH AWARENESS AND EDUCATION</p>	<p>#2</p> <p>Provide a variety of opportunities for engagement with the community</p>	<ol style="list-style-type: none"> 1) Social Media platforms will provide accurate up to date information. 2) All members of the agency (supported people, staff and volunteers) will contribute ideas and assistance with implementing them. 3) An MVACL “Open House” will happen in May. 4) Community events previously open to supported people and MVACL will be open to the general community (Free skating at Christmas, Fun in the Park in summer, etc.) 5) Celebrate success more broadly by creating events and notices acknowledging accomplishments. 	<ul style="list-style-type: none"> • MVACL will be represented on select Social Media platforms. • An Open House in May will be well attended. • Community events will be well advertised and attended. 	<p>Supported people will experience an increase in social opportunities.</p> <p>Community members will demonstrate more acceptance of Inclusion.</p>
	<p>#3</p> <p>The agency will explore implementing a “Friends of MVACL” membership.</p>	<ol style="list-style-type: none"> 1) The Board will determine whether or not this is a viable avenue to promote increased understanding of Inclusion. 2) Newsletters will be sent to all ‘Friends’. 	<ul style="list-style-type: none"> • MVACL will recognize “Friends” who will help us in our Mission. 	<p>Community members will embrace the work of MVACL by becoming “Friends of”.</p>
<p>#3</p> <p>PROVIDE CREATIVE SOLUTIONS TO INCREASE AND IMPROVE SERVICE PROVISION</p>	<p>#1</p> <p>Utilize Technology to promote independence and maximize efficient use of Staff resources.</p>	<ol style="list-style-type: none"> 1) Provide information sessions on available technology to Supported People, Families and Staff. 2) Share the “APP Resource List” provided by C.L. Essex County, widely (supported people, families and staff). 3) Pilot a location, with Full Circle Telecare to explore the feasibility of using it more broadly. 	<p>Stakeholders will have information necessary to make decisions around the use of technology.</p> <p>The benefit of any technology used will be documented and shared.</p>	<p>Helpful technology will be utilized in appropriate situations.</p>

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<p>(Continued)</p> <p>PROVIDE CREATIVE SOLUTIONS TO INCREASE AND IMPROVE SERVICE PROVISION</p>	<p>#2 Retention/recruit staff</p>	<ol style="list-style-type: none"> 1) Employ an HR professional approx. 20 hours per week to manage this. 2) Providing a full compliment of staff will decrease the number of assigned hours that are unwanted by staff, resulting in improved job satisfaction. 3) HR professional will explore opportunities for staff appreciation. 4) Training and education & succession opportunities will help retain staff (See above) 	<p>A part-time HR professional will be hired.</p> <p>Staff turnover will be graphed by HR on a monthly basis, and an annual report provided.</p>	<p>MVACL will employ a full complement of DS support workers.</p> <p>The staff turnover rate will decrease.</p>
	<p>#3 Increase our Volunteer Base finding creative ways for them to experience meaningful engagement.</p>	<ol style="list-style-type: none"> 1) Implement a Volunteer Committee to determine where volunteers could best be utilized and to ensure QAM measures are met by new volunteers. 2) Provide information to the public about volunteer opportunities via Open House, Newspaper articles, Social Media and word of mouth. 3) Explore the Volunteer sub-committee of the MCCH. 	<p>Document the number of volunteers and hours, over the course of each year.</p>	<p>An increase in the number of volunteers and their hours will increase each year.</p>
	<p>#4 Fundraise to:</p> <ul style="list-style-type: none"> • Access technology for Assistive Devices. • Provide transportation for Supported People with no public transportation. • Provide training opportunities for Supported People, Staff and our Community. 	<ol style="list-style-type: none"> 1) Engage the previously existing Fundraising Committee. 2) Welcome new members. 3) Development of Work plan 4) Create ability to donate through Social Media. 	<p>The Committee will implement their work plan.</p>	<p>Funds will be raised to support Transportation and Training Initiatives.</p>

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<p>(Continued)</p> <p>PROVIDE CREATIVE SOLUTIONS TO INCREASE AND IMPROVE SERVICE PROVISION</p>	<p>#5 Explore creative ways to provide affordable housing in a responsible and effective manner.</p>	<ol style="list-style-type: none"> 1) Develop a strategy to respond to the need to realign & reduce property ownership due to <ul style="list-style-type: none"> • aging infrastructure • changing needs of the people supported • our commitment and philosophy of individualized supports 2) Create partnerships with existing property owners. 3) Create more affordable housing and provide support to community partners that address these needs. 4) Decrease the amount of housing stock and ownership by the organization. 5) Move towards developing housing partnerships with local entrepreneurs, municipalities and the County of Renfrew. 6) Encourage the use of respite, individualized funding, home share opportunities and enhanced supported independent living resources to address unmet needs 7) Invest in training and learning opportunities to enhance the commitment and knowledge of other providers 8) provide ongoing communication for information sharing with families 		<p>Housing is safe, adequate and MVACL can focus more on service provision instead of Landlord responsibilities</p>
	<p>#6 Provide support to Encourage Self Advocacy.</p>	<ol style="list-style-type: none"> 1) Assist with education and recruitment of self-advocates. 2) Support attendance at annual self-advocates training and conference. 	<p>The ratio of who is interested in participating in a self-advocate group to who is participating in one</p>	<p>All persons interested in self-advocacy are participating in a group</p>

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<p>(Continued)</p> <p>PROVIDE CREATIVE SOLUTIONS TO INCREASE AND IMPROVE SERVICE PROVISION</p>	<p>#7</p> <p>Create more employment opportunities for Supported people.</p>	<ol style="list-style-type: none"> 1) Desire for employment will be clearly identified on the ISP. (Individualized Service Plan) 2) Support staff will utilize the existing Employment services offered by Access Work Service, Bee Successful (CLUOV), Links to Health, and Tyerman & Daughters Employment Services. 	<p>The ratio of the Number of people requesting employment services to the number of people who receive employment service.</p>	<p>100% service delivery rate by the end of three years.</p>
	<p>#8</p> <p>Find creative ways to assist people receiving Passport Funding</p>	<ol style="list-style-type: none"> 1) Determine the needs, 2) Assess/create our capacity to serve those needs 3) Develop a program management plan 4) Advertise and educate 	<p>Ratio of the Number of people requesting passport service to the number of people who received passport service</p>	<p>100% service delivery rate by the end of three years</p>