



STRATEGIC PLAN 2024-2027

COMMUNITY LIVING NORTH BAY



COMMUNITY LIVING
North Bay

INTÉGRATION COMMUNAUTAIRE
North Bay

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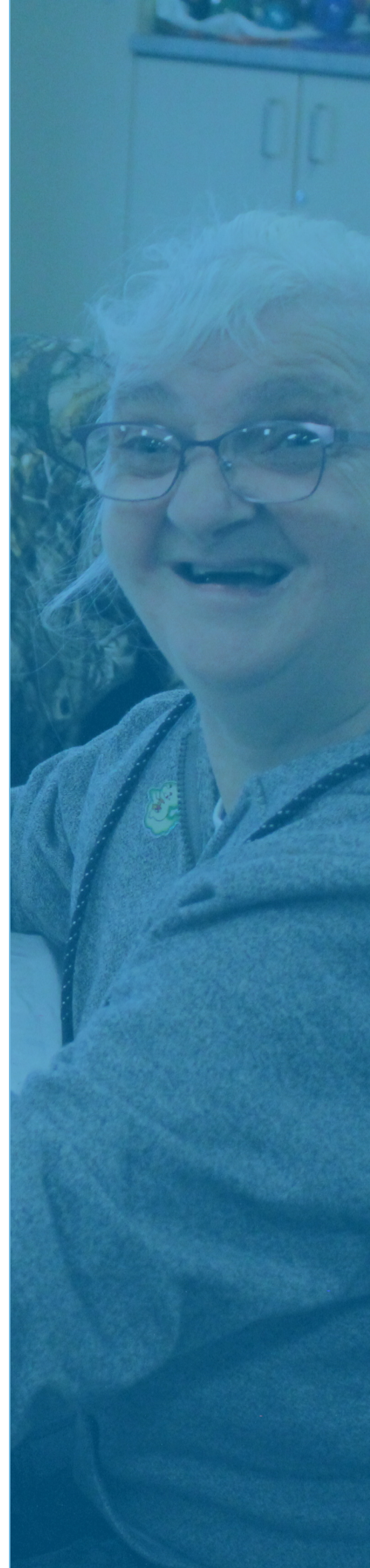
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EXECUTIVE SUMMARY

As Community Living North Bay embarks on its 70th year, the strategic planning process has allowed the organization to reflect on its remarkable growth and plan for the future.

As the organization looks at its focus for the next three years, there is a valuable opportunity to optimize its internal systems and create a learning and development culture in order to embed a culture of continuous improvement. This will allow the organization to meet the increasing and changing needs of the developmental services sector.

As the organization looks at its 2024-2027 planning process, it will focus its time, energy and resources on the following four pillars:



Build and scale person-centered and directed service models

CLNB will examine its current service delivery models to ensure the people we support are at the center of our planning and our models can be scaled to meet growing needs.



Optimize internal processes

CLNB will look at its internal processes with an eye to reducing workload and enhancing efficiency and effectiveness by adopting technology and automation.

CLNB will also conduct an in-depth review with an equity, inclusion and diversity lens to ensure CLNB has the systems, policies and procedures in place to ensure we create a workplace where everyone experiences a sense of inclusion and belonging.



Create a learning and development culture

CLNB will invest in its workforce through engaging training programs that drive confidence and empowerment in the creation of person-centered services; promote equity, diversity, inclusion and advocacy practices; and drive a health and safety culture.



Create revenue generation opportunities

CLNB will implement revenue generation initiatives to further support its work to optimize internal systems and create a learning and development culture that drives person-centered and person-directed services.

HISTORY

Community Living North Bay (CLNB) will celebrate its 70th milestone in 2024. The organization established itself in September 1954 with the opening of a school for children with developmental disabilities. For the first time in North Bay, families were able to access education and services in their local community.

Today, CLNB has grown to over 300 employees who:

- support more than 70 adults to live independently in community
- provide care to over 50 people across 14 group living homes
- offer assistance with employment, transitions, and community participation to over 75 people
- provide services to administer Passport funding for over 300 people
- provide inclusion supports for educators and children in childcare
- manage the Nipissing district's 14 Early ON Child and Family centres, including a mobile site
- manage the school district's Student Nutrition Program at over 100 different schools

As CLNB embarks on its 2024-2027 Strategic Plan it will look to strengthen and support its workforce and optimize its systems in order to continue to strive to meet the needs of its community.

Vision, Mission and Values

CLNB's vision, mission, and values will guide our strategic plan.



Our Vision

We envision a community where the people we support thrive, are respected and valued.



Our Mission

To provide person-centered services to citizens with an intellectual disability and supports for their caregivers. We are committed to our role in creating a supportive and accepting community.



Our Values

Community Living North Bay is committed to providing person-centered services that reflect our values of inclusion, respect, dignity, and participation.

EXTERNAL ENVIRONMENT

CLNB reviewed its external operating environment including examining demand for services, upcoming changes in funding models, and recruitment and retention within the labour market.

Waitlists and Demand

CLNB remains firmly rooted in providing quality services for the developmental services (DS) sector, child and family centres (EarlyON), inclusion supports and the school district's student nutrition program. Client demand in the DS sector as well as the student nutrition program remain high: The DS sector continues to experience extensive waitlists across all services, and significant food inflation has put increased pressure on the Student Nutrition Program.

Journey to Belonging

As CLNB looks ahead the most significant change in its operating environment is expected in the Ministry of Child, Community and Social Services (MCCSS) developmental services reform framework Journey to Belonging: Choice and Inclusion.

The framework will see a new approach to individual assessments and service funding models with the goal of creating more choices and better outcomes for the people we support.

CLNB's strategic plan aligns with Step 3 (2024-2027) of the Journey to Belonging Framework – Implementation and Transition – where the DS Sector will test new approaches and ideas to help people and providers transition to new approaches to service delivery.

Labour Market

Historically, the DS sector has low wages in a shrinking labour market. Recruitment and retention are key to delivering people-based services as these pressures are expected to remain in the immediate future.

These labour challenges also exist in the Early Childhood Education sector, where pressures on recruitment and retention are experienced at a provincial level.

STAKEHOLDER CONSULTATIONS

CLNB engaged in both internal and external consultations to help determine the course the organization should take over the next three years.

External Consultations

Over 40 families and people we support completed external surveys, attended face-to-face engagements or one-on-one meetings, to provide input into the strategic plan.

Key opportunities and themes identified included a clear and responsive intake process, an understanding of the local Developmental Service ecosystem (which organizations do what), and a request for increased communications, such as an external newsletter. Overall choice and quality of service were rated high, with families and people we support enjoying the services the organization offers.

Internal Consultations

CLNB consulted with staff, managers and directors in the development of the strategic plan. All employees were invited to complete an online survey and offer input on how they perceived CLNB's mission and vision, rate its internal processes and provide feedback and service quality and delivery. Over 95 staff responded and provided valuable input and comments as to the direction the organization can take.

In addition, over 30 staff attended three face-to-face engagement sessions where they completed a SWOT analysis on the organization's operations. Staff represented a cross-section from across multiple programs in addition to years of service ranging from 6 months to over 35 years.

Themes identified across both face-to-face and survey engagements included a renewed focus on training – both basic training and enhanced to meet more complex needs of the people we support – improving scheduling processes and increased internal communications.

STRATEGIC PILLARS

Based on an external environmental analysis and extensive consultations, CLNB will focus on the four strategic pillars outlined below.



Build and scale person-centered and directed service model

CLNB will examine its current service delivery models to ensure the people we support are at the center of our planning. Examples of these activities include:

- Develop a person-centered mindset to guide service delivery development
- Implement best-in-class models of service registration, intake and delivery
- Optimize choice for clients
- Build scalable service models to meet growing demand
- Continually seek input from people we support, caregivers, employees and community partners to drive continuous improvements



Optimize Internal Processes

CLNB will look at its internal processes with an eye to reducing workload and enhancing efficiency and effectiveness by adopting technology and automation. Examples of these activities include:

- Review policies, procedures and systems with a DEI lens to remove systemic barriers and create a true sense of inclusion and belonging for all staff and people we support
- Review processes and practices with a continuous improvement lens to increase efficiency and effectiveness. Implement a best-in class model of staff scheduling
- Increase quality through enhanced data collection and business intelligence
- Modernize file sharing systems
- Implement an internal communications plan



Create a Learning and Development Culture

CLNB will create a culture of learning and development to help drive a culture of continuous growth.

- Create engaging and responsive front-line training programs to empower and enable staff to meet the changing needs of the people we support
- Invest in DEI training and awareness across the workforce
- Empower all levels of the organization to advocate for the people we support
- Invest in health and safety systems and initiatives to ensure every worker and person we support is safe and healthy
- Invest in management training to build strong, resilient teams



Create Revenue Generation Opportunities

CLNB will seek additional streams of revenue to help accelerate investments in internal processes, learning and development and providing additional provisions to the people we support. Examples of the initiatives include:

- Invest in the Homestyle Café to direct proceeds to service quality and enhancements
- Creating and optimizing fundraising events in the community

NEXT STEPS

CLNB will create annual Operational Plans to document and prioritize activities to advance its strategic pillars. CLNB will report out on its progress in its Annual Report. CLNB looks forward to creating strong internal systems and investing in learning and development to create quality and trusted services for our community.