

clh

DEVELOPMENTAL
SUPPORT SERVICES

LEADING THE WAY

Three-Year SuccessMap™
2019-2021





Table of Contents

Introduction

Message from the President & the CEO	1
CLH Board of Directors 2018 & CLH Foundation Board of Directors 2018.....	2

CLH's Foundation for Success

About CLH Developmental Support Services.....	3
Value Created for the Community.....	9
Vision, Mission and Brand Image.....	11
Values and Guiding Principles	12
CLH Programs and Services	14
SuccessMap™ Planning & Engagement Process.....	15

An Assessment of CLH's Environment and Its Performance

Organizational Strengths.....	16
Industry Standards & Best Practices	20

CLH's Move Forward Strategy

CLH's "Strategic Sweet Spot"	23
CLH Business Model	24
CLH: Five Overarching Goals	25
Goals & Objectives	26
Implementation & Measuring Results	29

Appendix

CLH Existing Partnerships	30
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Message from the President & the CEO

We are proud to present CLH Developmental Support Services SuccessMap™ Strategic Plan “*Leading the Way 2019-2021*”. This plan outlines our new path for the next three years and recognizes the important role that our agency plays in Simcoe County and across Ontario. In partnership with our community, this plan will enable innovative approaches to improving quality of life, by supporting and empowering children, youth and adults with developmental support needs.

CLH currently supports over 200 adults and 1,800 children. Our long history of caring and compassion, innovation and active community engagement has provided life-changing opportunities for thousands of individuals with developmental support needs since 1960. We have demonstrated leadership in our service delivery, and especially in our ability to find novel solutions for individuals with complex needs. Our strong record of safety and high-quality programs has built confidence in CLH, enabling our continued expansion into a broad range of services and supports.

Over the next three years, we will continue to be a community leader and role model. Our network of care continues to grow across Simcoe County, with remote services now being provided across the Province. This new Strategic Plan will ensure a progressive approach to inclusion that brings measurable social impact to the people with developmental support needs and will enable our contribution to building civil society. Our future is bright. Over the next three years, CLH will respond to more needs, and grow meaningful opportunities for people with developmental support needs. We will actively engage in partnerships with over 63 community organizations.

We would like to thank our Board of Directors, our staff, our families, our partners and our stakeholders who made a valuable contribution in the creation of this new SuccessMap™ Strategic Plan “*Leading the Way 2019-2021*”. We look forward to working together to effectively implement this exciting roadmap to continued success.



Doug Thorhauge
President
CLH Board of Directors



Dean Johnson
CEO
CLH Developmental
Support Services

CLH Board of Directors 2018

The CLH Board of Directors is engaged, passionate, and provides oversight to CLH activities, ensuring that the Vision and Mission of CLH are upheld. The Board is focused on ensuring successful growth in programming and the long-term sustainability of the organization.

The 2018 Board of Directors:

- Doug Thorhauge (President)
- Mary Bourgeois
- Ron Crane
- Dwayne Frans
- Silvana Henneman
- Manon Jacques
- Maryse Piché-Desroches
- Janet Weersink

CLH Foundation Board of Directors 2018

CLH Foundation was incorporated on August 17, 1998. The mandate of CLH Foundation Board of Directors is to raise funds, invest these funds and expend funds solely to CLH. CLH exists to support children, youth and adults with developmental support needs in the community. Funded by the Ministry of Children, Community and Social Services, the Ministry of Municipal Affairs and Housing and the County of Simcoe, donations to CLH Foundation provide additional dollars to enhance the lives of the individuals CLH supports.

CLH Foundation raises funds through community engagement and corporate partnerships. This support allows us to host many innovative fundraising events, such as: A Red Carpet Evening, annual fashion shows and golf tournaments, participation in the Buttertart Festival, and others. These fundraised dollars have enhanced the lives of so many. CLH Foundation is proud to play an integral role in supporting CLH, which strives to provide quality care and meaningful experiences to individuals with developmental support needs. Supports for aging seniors, specialty transportation, inclusive social activities and outings, and Teen Camp are a few examples of the commitment CLH Foundation makes to enriching the lives of many, and strengthening the fabric of CLH.

The 2018 Board of Directors:

- Sarah Kitchen (President)
- Dorothy Blanks
- Garfield Dunlop
- Mark Kowalsky
- Jackie Stott





About CLH Developmental Support Services

CLH is a multi-service agency that provides specialized services to children, youth and adults who have developmental support needs.

CLH supports over 2,000 people across all ages, employs over 300 staff and engages over 120 volunteers, working together to facilitate acceptance, inclusion and support of people with developmental support needs. That determination and spirit remains the foundation for the work of the organization today. Staff members, volunteers, families and persons served all make important contributions to the CLH organization, collectively working to achieve shared goals and outcomes.

CLH receives operating grants annually from the provincial government through the Ministry of Children, Community and Social Services, the Ministry of Housing, and the County of Simcoe. CLH has continued to grow its services to meet the needs of the community. Today, there is a wide variety of residential, day and family services, supporting each individual as they develop their skills and pursue their interests to live, learn, work and participate in all aspects of community life.

Current programs include:

Simcoe County Resource Consultation Services

CLH supports families who are concerned about their child's physical, social, emotional, or communication development. Through the Simcoe County Resource Consultation Services, supports can be offered in a childcare or nursery school setting, or in collaboration through other community-based programs in both official languages. This program is funded through the County of Simcoe and services are provided free of charge. As a part of the Simcoe County Early Intervention Team, Resource Consultants are specialists in early learning and child development. Their goal is to help each child meet developmental milestones and build a solid foundation for success. Services are now offered county-wide, with offices in Midland, Barrie, Orillia, Collingwood, Bradford and Alliston.

Transitional Aged Youth Program

For most students, leaving high school can be a very emotionally charged experience. They must look to the future while at the same time feeling reluctant about leaving the stability of their current environment. Students who need developmental supports also face these challenges and usually need extra assistance to enable them to cope with this major step. The Transitional Aged Youth Program operated by CLH provides support to young people with special needs between the ages of 16 to 21 in their school-to-adult life transition. The Transitional Aged Youth Program Coordinator acts as a support and resource to the teen, family, school and community agencies. The young adult's interests are explored, skills and abilities are assessed and plans are made through the Person Directed Planning model to assist in meeting goals for the future. Supports and resources are put into place based on individual preferences and interests.

Community Networks of Specialized Care

CLH serves as the accountable agency for the Community Networks of Specialized Care - Central East (CNSC - CE). This program provides coordination and linkages to supports for adults with developmental support needs and high support and complex care needs (HSCCN) in Simcoe, York, Durham, Haliburton, Kawartha and Pine Ridge. The Network's mandate is to support adults with developmental disabilities and HSCCN by:

- Coordinating support and services within and across sectors by providing complex support coordination for individuals, and acting as a resource to service agencies, Developmental Services Ontario and local system planning including urgent response and service solution/case resolution;
- Building capacity through education, mentorship and support to other case managers and service agencies; and,
- Providing provincial coordination of videoconferencing and French language specialized resources.

Supported Independent Living (SIL)

The SIL program enables people with developmental support needs to create and implement goals through an "Individualized Service and Support Plan", facilitated by CLH staff. The program supports the individual to live as independently as possible and includes goal setting and the development of strategies for reaching these goals. Strategies might include consulting with outside professionals, obtaining clinical, educational or recreational resources, or finding a new living arrangement. The program focuses on developing the necessary skills to participate to the fullest extent possible in community life. There are currently 36 participants in the SIL program.

Passport Funded Services

Passport is a program that helps adults 18 years or older with a developmental disability to participate in their communities. It also helps caregivers of an adult with a developmental disability take a break from their caregiving responsibilities. Passport provides funding for services and supports so adults with a developmental disability can take part in community classes or recreational programs; develop work, volunteer, and daily life skills; hire a support worker; create their own life plans (this is called person-directed planning) to reach their goals; and get temporary respite for their caregivers. Passport is funded by the Ontario Government and administered by local Passport Agencies. The Passport program is for people who need supports while they are still in school, or people who have left school and are living on their own, with family or independently, in a supportive living arrangement.

Person Directed Planning (PDP)

Person Directed Planning is an ongoing process that begins with listening to and understanding what a person desires in their life. It builds on interests, strengths, abilities and possibilities. It focuses on the development of relationships and recognizes community as a place where we all live together. This process helps everyone understand what individuals with development support needs value most in their life, and how participation and contribution to community can be realized. Person Directed Planning has been woven into the CLH support philosophy on a day to day basis and is a key aspect of helping individuals live satisfying lives.

Supported Employment Program (SEP)

The Supported Employment Program assists individuals 18 years of age and over who need developmental supports, to explore/obtain and/or maintain employment opportunities. CLH Employment Consultants connect potential employers with suitable employees who have developmental support needs and who work directly with the individual and the potential employer to ensure mutual success. CLH has 11 active employers successfully involved in the program, as well as 14 community business partners. Services for the job seekers may include pre-employment preparation, job search and interview process support, supervised on-the-job training, and time-limited, on-the-job support. Assistance is provided with applying for funds and services that may be available to job seekers, and CLH Employment Consultants maintain on-going communication with the employee and employer as needed. These programs operate in the Penetanguishene/Midland and surrounding areas and are accessed via the Developmental Services Ontario, Central East Region. There are currently 35 participants in the CLH, SEP program.

Host Family Program

The Host Family Program provides an alternative accommodation option for adults with developmental support needs. The program is designed to enable the individual to live in a home with non-family caregivers who can provide them care, support and supervision. All placements are monitored by CLH to ensure the needs of each person are met.

CAPS (Community Activity Participation Supports) Adult Day Program

The CAPS program offers a wide range of opportunities for adults based on their interests and needs. Trained, experienced staff support the individual to explore as many community-based activities and experiences as possible. The support staff work closely with Community

Partners to provide quality services designed to meet the needs of the individual. CAPS believes that all individuals should have the opportunity for life-long learning whether through experiential or formal education and learning opportunities. The program provides individuals with a broad range of social and recreational opportunities in and around the community by bringing like-minded people together, planning for and executing activities. Seasonal calendars are sent out to all individuals who attend the CAPS program. There is a special focus on including and supporting those with a dual-diagnosis in order to reduce isolation, develop skills and build new friendships.

Residential Services

CLH provides a large selection of residential lifestyles for adults who need developmental supports. Some people live on their own with minimal support from staff, others live with families, such as in the Host Family, while still others reside in group homes that are staffed on a 24 hour basis. Intake is done through Developmental Services Ontario (DSO). CLH supports 86 people in 20 residential settings throughout North Simcoe, including Penetanguishene, Midland, Port McNicoll, Waubaushene, and Victoria Harbour. The Host Family provides an alternative accommodation option for adults with developmental support needs. This program is designed to enable the individual to live as an integral part of an alternative family setting. Specialized residential programs include:

Beacon House

CLH, in collaboration with Waypoint Centre for Mental Health Care, offers a two bed secure environment for personalized supports so individuals can transition successfully and safely from the forensic system back into their community. The house is located in Penetanguishene on Waypoint Centre's hospital grounds.

Pineview

Pineview, a provincial resource, is a Dual Diagnosis treatment home offering an intensive support model to individuals with challenging behaviours. This includes a supportive transition model to help them successfully integrate back to their home community.

Safe Bed

CLH, as part of the Simcoe County Developmental Service Providers, offers a temporary Safe Bed option for individuals 16 and over in crisis within the County of Simcoe. The Safe Bed is for persons with developmental disabilities and high support and complex care needs (HSCCN). The Safe Bed is a resource that can be used all across Central East Region.



History

CLH began in 1960, when a group of parents organized by Evelyn Banks formed to advocate for educational opportunities in the public-school system for children with intellectual disabilities. In September 1960, eight local children attended segregated classes at Regent Public School. The “Huron Association” grew out of this movement, which was known over time by several different names.

In the late 1960s, a program for adult vocational training was started, as well as services for preschool children. In 1971, with the help of local service clubs, a new workshop and office were opened on a large double lot on William Street that was donated by the Town of Midland. Expansion continued over the next decade, with a life skills program being introduced as well as the first residential setting for 10 adults. In 1986, resources were provided to support the Beausoleil First Nation on Christian Island.

In 1998, an Early Intervention Centre was opened with Board fundraised dollars, as well as a donation from the Bank of Montreal. McDonald’s also donated a grant for playground equipment for this program. The CLH Foundation was established as a charitable organization that same year.

In 2004, a Transitional Aged Youth office was opened, as well as Pineview, a home with special supports located on the grounds of the Mental Health Centre, Penetanguishene. An innovative regional treatment program “New Places to Live” was initiated for individuals with developmental disabilities and emotional or psychiatric disabilities. In addition, CLH was recognized as one of 4 lead agencies to set up & co-ordinate a Regional Community Network for Specialized Care, with a focus on providing services and supports for individuals with a Dual Diagnosis and their families.

In 2007, “One Roof” was opened to house offices for the Network of Specialized Care, with all the various CLH partners providing Children’s Services in one location. These partners include

the CLH Resource Teachers Program, Children’s Treatment Network, Catulpa, CAPC, Orillia Soldier’s Memorial Hospital Therapy Services, RVH Preschool Speech & Language Services and Mikey’s Place for Autism. In 2007, a redesign of day program space, core activities and agency staffing were also undertaken with the help of an anonymous donation.

In 2009, CLH Foundation purchased the old TD Bank location at 283 King St. to house administrative offices along with staff for the Supported Employment and Supported Independent Living programs. The CLH Foundation also purchased two Uplander vans which were retrofitted with special Turney seating.

In 2010, CLH celebrated its 50th anniversary. That same year, Safe Bed opened its doors to temporarily house at-risk or homeless adults and youth who were involved with the justice system.

Over the past decade, CLH has continued to innovate, expand and serve more individuals. This has included:

- Opening Beacon House Step Down Treatment Home, to serve forensic patients, in partnership with the Waypoint Centre (2013)
- Delivering a contract by the County of Simcoe to provide The Resource Teacher Program county-wide French Language service for Francophone families (2014)
- Delivering a contract with Beausoleil First Nation for CLH to provide Resource Teacher Services to be delivered to their community year-round (2014)
- Opening Juneau, a Dual Diagnosis high intensity behaviour support home (2015)
- Being awarded lead services for Resource Teachers across the County of Simcoe (2016)
- Assuming the lead position for the Simcoe County Resource Consultation Services across the county (2017)

In 2018, after 43 years of dedicated service, Tony Vipond retired as CEO of CLH and Dean Johnson assumed the position of Chief Executive Officer.

CLH Core Service Area and Locations

Simcoe County covers a large area stretching north from Bradford to Georgian Bay, east to Lake Simcoe and west to Grey and Dufferin Counties, and forms part of the Golden Horseshoe area. The County of Simcoe was established in 1843, and is divided into 16 municipalities, including three designated francophone areas, two single-tier municipalities; the Cities of Barrie and Orillia and two first nations; Beausoleil and Mnjikaning (Rama).

CLH’s catchment area extends south to Elmvale from Midland/Penetang, west to Wasaga Beach, east to Coldwater & north to Muskoka County Line, which includes Tiny & Tay Townships, Midland, Penetang, Lafontaine, Christian Island, Victoria Harbour, Port McNicoll & Waubaushene.

The service delivery area for Resource Consultation Service is Simcoe County.

The CLH Head office, day program and several of the residential homes are situated in the Town of Midland. This small urban community is situated at the gateway to Georgian Bay’s picturesque 30,000 Islands. As a culturally rich town, Midland is a very safe, clean and a hospitable community with a population of over 17,300. It is the central location of the Southern Georgian Bay area and has a population of approximately 47,900 in a 15-mile radius. In the summer months, the area population grows to over 100,000 due to over 8,000 cottages, resort hotels, provincial and national parks.



Value Created for The Community

CLH has shown consistent leadership in Simcoe County and the Province of Ontario, as a dynamic agency that is providing highly relevant programs and services to over 2,000 people across all ages who need developmental supports and their families.

According to a recent Toronto Star article (April 2017), there are approximately 70,000 adults with developmental disabilities in Ontario.

To date, CLH has impacted the lives of many people in Simcoe County and beyond. As a top employer, CLH has over 300 staff and engages over 120 volunteers. CLH also has formal partnerships and relationships with over 63 community partners.

The Community Networks of Specialized Care - Central East (CNSC - CE) has supported 8,993 persons with developmental disabilities and high support and complex care needs from 2007 to 2018.

Since 1980 the Resource Consultation program has supported over 1700 children, while the day program and residential programs have successfully supported and enriched the lives of thousands of adults since 1960.

In 2012, CLH's Chief Executive Officer, Tony Vipond, was awarded the Vocational Service Award from Midland Rotary Club in recognition of the high standards in the fulfillment of Rotary ideas of service. CLH's Volunteer Co-ordinator was also awarded the Paul Harris Fellow Award from the Rotary Foundation of Rotary International.

CLH believes that all people who are in need of developmental supports should have the opportunity for self-directed positive experiences, education and meaningful opportunities in the community that bring value through:

- Supporting each individual with his or her own meaningful lifestyle based on individual interests and needs
- Providing independent living supports, employment supports, and exploring as many community-based activities and experiences as possible
- Building job search and employment skills, knowledge and confidence in the workplace
- Enhancing self-esteem, self-confidence and self-advocacy skills
- Providing opportunities to be an active, contributing member of their community
- Providing community-based programs that engage community partners and existing community resources
- Promoting life-long learning
- Providing individual supports from trained and experienced staff every step of the way



Anthony Zanin, Busy Bee Taxi

Hi, my name is Anthony Zanin. I had the chance to participate in the TTS — Transitions To Success Employment Program offered by the Supported Employment Program at CLH. I was there for about 4 months and while I was there I had a great experience. I learned a lot of great things that taught me how to be successful at a job. The TTS Employment Program as well as the YMCA Employment Service has helped me get and keep my job at Busy Bee Taxi. I have been working at Busy Bee for 4 years now and I am still very successful going forward. I feel I wouldn't have been as successful if it weren't for Glenda and Trisha, who are job coaches with the TTS Employment Program and Myrosia and Jennifer's support at the YMCA Employment Service, who all worked together to find me my dream job at Busy Bee Taxi.

I have really enjoyed my 4 years at Busy Bee Taxi. Paul Wilson, owner and operator of Busy Bee, is a great person to work for and I love working with all my fellow co workers. I have learned a lot about how a taxi company runs and operates. I am currently a call taker and I really enjoy it but I am also learning the job and responsibilities of a dispatcher. Becoming a dispatcher is my goal and has been my dream job even before getting hired at Busy Bee. I would also like to thank Paul for hiring me on and helping me be successful in my work and in my life.

Vision, Mission and Brand Image

Vision

All people will live with dignity and respect, share in every element of living and participate as valued members of the community.

Mission

CLH Developmental Support Services is a partnership of caring people working together to provide specialized services to children, youth and adults who have developmental support needs. We create an environment of acceptance, encouragement, and life-long learning, together with our network of dedicated community partners.

Tagline

Support, Include, Empower

Brand Image



Values and Guiding Principles

VALUE	GUIDING PRINCIPLE
Person-Directed	We believe that person-directed planning is foundational to individual success in community living. We listen in order to understand what each individual wants in his or her life. We focus on the development of relationships and help individuals build their future based on dreams, strengths and capabilities. We believe in self-determination, inclusion, citizenship, contribution and participation. We encourage each individual to use their gifts and talents to contribute to life in the community.
Inclusion	We provide inspiration, encouragement and opportunity for each individual to achieve new milestones toward a meaningful life in the community. We empower individuals to experience inclusion through educational, vocational, social and leisure, residential and employment opportunities.
Innovation	We create innovative and effective programming, based on evidence and best practices. We are problem-solvers, coordinators, facilitators and navigators, and we have the courage to assist those in need, even in the most challenging situations.
Respect	We are respectful in all of our interactions and treat all persons with dignity. We value the needs, aspirations and abilities of others, creating a supportive and courteous environment.
Empowerment	We believe in full inclusion. We empower each individual to make informed choices for themselves in all aspects of their daily lives, and to live and work to their full potential. We enable individuals with developmental support needs to recognize and use the resources available to them, and to become stronger, more confident and independent.
Family-Centred	We encourage the involvement of the family in all aspects of the life of the individuals we support. We put what is best for the individuals who need developmental supports and their families as our top priority for decision-making. We use a personal touch, striving to create just the right programs and opportunities for each individual.
Safety	Our culture is safety-focused, and our employees are meaningfully engaged in safety improvement. We provide a safe environment for learning, working, volunteering and participating in recreation and leisure activities.

VALUE	GUIDING PRINCIPLE
Caring and Compassion	We are a highly responsive, caring and a dedicated team of staff and volunteers. We are passionate about our work and we interact with empathy and understanding. We demonstrate steadfast commitment to create a better future for every individual needing developmental supports. We remind families touched by disability that they are not alone and that they are part of a vibrant and supportive community.
Quality	We measure our success and promote continuous improvement, ensuring quality in all aspects of our work. We have high standards for program delivery and focus on best practices in all we do.
Open Communication	We are committed to transparent communications with each other and with our partners in order to build trust, to create a positive environment, and to be unified in achieving our Vision and Mission. We communicate effectively with the individuals we support, providing them with the ability and opportunity to make informed choices.
Integrity & Accountability	We uphold the trust we have built over our 60-year history, ensuring that we conduct ourselves with honesty, integrity and transparency. We are accountable to our funders and donors. We measure our success, and we operate with cost-effectiveness for all programming.
Partnership & Collaboration	We find strength in a multitude of ideas and perspectives and achieve our goals through effective collaboration. We are united as a group in our purpose and social cause and support each other to achieve collective outcomes. We develop and nurture collaborative, positive relationships with each other and with our partners, and work together to enhance the quality of life of the individuals we support and their families.
Lifelong Learning	We believe that individuals should have continuous learning opportunities to fulfill their aspirations, to contribute to society and to create meaning at every stage of their life.
Persistence	We patiently work with each individual and family to creatively solve issues. We allow time for setbacks and keep a positive attitude at all times.
Responsibility	We are proud of the professional and compassionate services and supports we deliver, taking our responsibilities to those we serve very seriously.
Diversity & Accessibility	We promote a vision of society that is inclusive and that supports the rights of all persons. We are a role model for diversity and accessibility. We demonstrate, through our partnerships and community involvement, that people with developmental support needs are citizens who have contributions to make to society.

CLH Programs and Services

Enabling Individual Success Across the Lifespan



Referrals into CLH

- MCCSS
- CTN
- Other

CLH Programs for Individuals With Developmental Support Needs:



- Person Directed Planning (PDP)
- Life plan based on interests, strengths, abilities and possibilities for each individual being supported
- Individual Family Service Plans (IFSP)
- Planning for special services for young children with developmental delays from birth to three years old

Children

- Simcoe County Resource Consultation Services
- Early Intervention for physical, social, emotional and communication development from 0-12 years

Youth

- Transitional Aged Youth Program
- Ages 16-21. Assistance with coordination of supports and services when transitioning from high school to adulthood

Adults

- Community Networks of Specialized Care
- Supports for adults with developmental support needs and high support and complex care needs

Supported Independent Living (SIL)

- Goal-setting and planning through an Individualized Service and Support Plan

Supported Employment Program (SEP)

- 18 years and over pre-employment supports and supported work experience in job, volunteer and community settings

CAPS (Community Activity Participation Supports) Adult Day Program

- Participation in social and recreational community-based and on-site activities
- Support for dual diagnosis

Residential Services

- Large selection of residential lifestyles with over 20 residential settings, including the Host Family, group homes, complex care, and post-psychiatric care



Participation in inclusive social and recreational activities

- Community Partnerships
- Recreation & Community Service Activities



Individual success

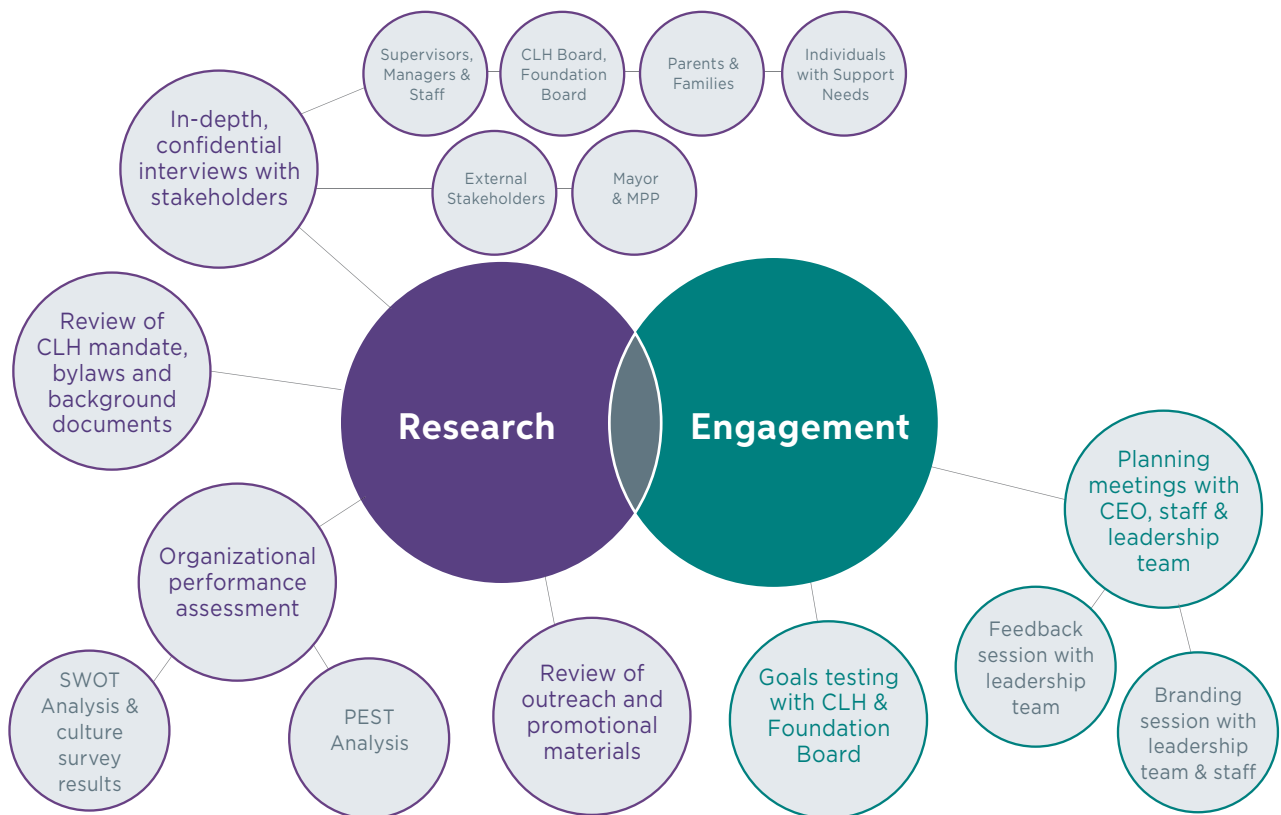
- Individuals with developmental support needs are included as active, contributing citizens
- Individual progress achieved in abilities and independence
- Higher quality of life and better health
- CLH contributes to the growth of civil society through awareness about the benefits of inclusion in the community

PASSPORT FUNDED SERVICES

SuccessMap™ Planning & Engagement Process

With the guidance and support of the CLH Senior Management Team and Board of Directors, the SuccessMap Consulting Group has followed an in-depth research and engagement process to ensure that all key areas within the Strategic Plan were reviewed in order to move the organization to long-term success. The research and engagement process included the following:

- 47 confidential one-to-one interviews to gather information and insights about CLH as it is now, and to discuss possible future directions. Interviewees included staff, management, supervisors, individuals with developmental support needs, parents and families, the CLH Board of Directors, the CLH Foundation, parents, the mayor and MPP and other external stakeholders
- A review of all pertinent background materials
- A Political, Economic, Social and Technological (PEST) analysis
- A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis
- Several Strategic Planning Board meetings



Organizational Strengths

Dedicated and Caring Staff and Volunteers

CLH staff are competent, caring and truly committed to serving individuals with intellectual disabilities. The majority of staff have demonstrated a genuine dedication and interest in improving the quality of life of the individuals they support and apply themselves fully to this sense of purpose.

Success of Individuals Supported

CLH now supports over 2,000 individuals of all ages through a large network of care. Results of the stakeholder analysis indicate that these individuals are thriving in the programs and in the community. Many adults are actively contributing members of society with improved quality of life and continue to experience many successes in their work and other activities. Individuals in the pre-employment and employment program continue to develop independence skills. At present, CLH has fifteen active employers and six community business partners.

Innovative Services and Supports

CLH has developed a highly effective approach to individualized services and supports, especially for complex situations. The creative solutions shown by CLH when responding to complex psycho-social supports have earned respect for the agency as being an innovative problem solver. Many individuals with developmental support needs have been helped by CLH when there was no other agency that could provide the necessary supports.

Track Record of Being Relevant and Having Impact

CLH is providing service in the developmental services sector, which is experiencing long wait lists. In August 2016, the Ontario Ombudsman released a significant report "Nowhere to Turn", which called for a system overhaul to help adults with developmental disabilities in crisis. CLH has demonstrated its ability to effectively support and change the lives of individuals with intellectual disabilities and has responded to many situations that are similar to those noted in the Ombudsman's report.





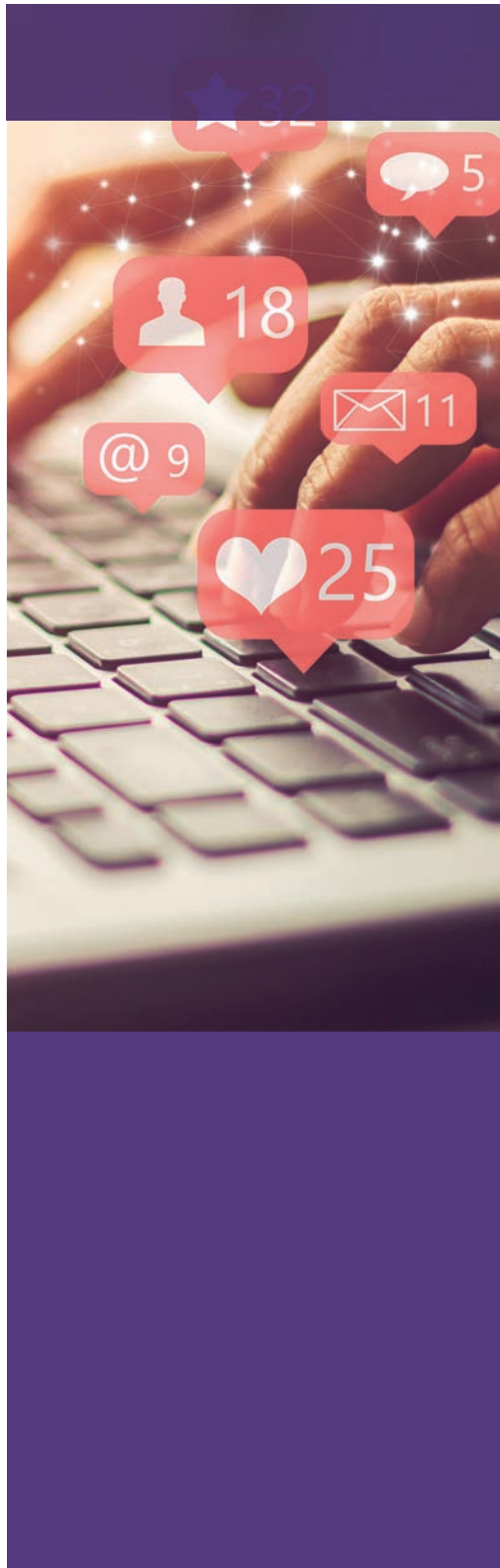
Alfredo Paquete, Beacon House Resident

Hi! My name is Alfredo Paquete. I transitioned from Waypoint to Beacon House in January 2017. Living at Beacon has been great! I am able to be independent in my daily activities such as doing my own laundry and hygiene, making my bed, and making coffee. I help the staff with baking, and I enjoy helping my housemates and staff with their technology needs. I have my own “office” at Beacon where I can also do my shredding if I want to.

For the year and a half that I have been involved with CLH, I have been able to do tons of fun activities and I have been able to explore the community, and have secured volunteer placements. Some of the activities that I’ve been able to take part in are; going to Wonderland during the summer as well as Halloween Haunt in the fall, playing Laser Tag at Retro Planet, going to Pumpkinferno, Abbamania, Bat Out of Hell, The Toronto Zoo, Harlem Globetrotters, and countless trips to the Galaxy to see some of my favorite movies.

I really enjoy my volunteer placements. I get to go to CAPS on Fridays to help in the kitchen, and I go to do shredding Mondays and Wednesdays at the Olive St. and King St. locations. I also go swimming at Waypoint twice a week, and participate in Special Olympics Bowling and Curling Leagues throughout the winter. In the summer I enjoy attending Lawn Bowling and Bocce ball.

Overall, life for me living within Community Living has been awesome. I love being able to explore the community, meet new people, and socialize with all the friends I have met at CAPS.



Long-Standing Reputation as a Community Leader

With a 60-year history, CLH continues to have a strong reputation as an established leader and a large player in the County. The agency has earned much respect in Simcoe County and in the Province, and is known to be progressive, innovative, and forward-thinking. The services and supports provided at CLH are provided by caring and compassionate staff. Programs are focused on the needs of individuals and families, and have a reputation for being safe, effective and trustworthy. CLH has a strong relationship with local government. The agency has also been recognized for the value it is bringing to the community.

Growing Partnerships in the Community

CLH has gained a lot of momentum over the last couple of years and is known to be collaborative with regard to service delivery and planning. CLH now has over 63 active partnerships across Simcoe County, York Region and beyond.

Capacity to Serve Indigenous and French Language Communities

CLH has the capacity to deliver some programs in the French language and to serve the First Nations community, including the First Nations Communities Service Contracts Partnership.

Major employer in Simcoe County

CLH employs over 300 staff and is considered to be a significant employer in Simcoe County.

Strong Volunteer Community

CLH has a team of 120 volunteers with a long history of dedicating time, talent and resources to CLH. This includes two highly dedicated Boards of Directors.

Good Community Involvement

CLH has a good presence in the community and actively participates in community events such as the Butter Tart Festival, Rotary Club events, and other activities.

Good Facilities and Residences

The CLH head office is located in the heart of downtown Midland on King St., with additional space and amenities on nearby Olive Street — home base to house community participation supports, administrative offices, and other individualized activities. These facilities provide a pleasant environment for individuals with developmental support needs and their families. The residential program also provides houses that are appealing, clean and maintained to a high standard.

Strong Relationship with the Town of Midland

The Midland Mayor and Town Council are very supportive of CLH.

Fundraising Success

CLH Foundation has historically demonstrated real success at raising additional funds for CLH capital projects and special requests to assist the individuals who need developmental supports.

Enthusiasm about New CEO

Both internal and external stakeholder feedback indicated a strong enthusiasm for the new CEO and the new leadership he is bringing to the organization.

More diversified revenue streams need to be generated, including social enterprise, fee for service day and evening programs, philanthropic donations, corporate partnerships and corporate sponsorships.





Industry Standards & Best Practices

Promoting Social Inclusion, Individual Choice, Independence and Rights

Promoting social inclusion means supporting people so that they can be a part of the community through activities such as volunteering, working, and participating in local sports teams. Agencies must provide support to ensure that people with developmental disabilities can be a part of the community where they live. Agencies must make sure that people have the supports they need to live on their own or with others, and help people make informed choices.

Person-Directed Planning

Person-Directed Planning is foundational to individual success in community living. It is an ongoing process that begins with listening in order to understand what it is that an individual wants in his/her life. It builds a future based on dreams, strengths and capabilities. It is focused on the development of relationships as well as on ways a person can access community resources to support a good life. There are many questions

that are answered in a Plan. Plans build on the history of the person, and their abilities and experiences today as a foundation upon which to create a future. Person- directed planning challenges individuals to build a life as citizens in our community. Person-directed planning has a special focus on transitions, community options, exploring possibilities, family life, solving problems and directing supports. There are values and beliefs that are the foundation of person-directed planning. They include: Inclusion, Citizenship, Self-Determination, Community as a first resource, Contribution and Participation. 'Being in community' is not just about where we live – it is about our human need to belong and participate with others in families, neighbourhoods, networks and groups. The community is many different things to each person. Individuals want a sense of belonging and comfort in their life, and the opportunity to use their gifts and talents to contribute to life in the community.

Support Action Plans (Individual Support Plans)

Professional agencies always develop and utilize a support plan for every person who uses their services and supports. The plan must be made with the person who has a developmental disability or someone acting on their behalf. This plan must be checked and updated each year. Agencies must keep a separate record for each person who receives assistance. That record also has to be checked each year by a third party that is someone other than the person at the agency who helps with finances.

Health Promotion, Medical Services and Medication

Agencies must have rules about providing public health information to the people they support. This can help people make informed choices about their health and can include information on nutrition, fitness, hygiene, and personal safety. Agencies need to have rules about monitoring the health concerns of people they support, when these concerns are included in their support plans. Agencies must keep records of medical services provided to the people they support. Agencies must also have rules about how they handle, store and use medication. Staff and volunteers working directly with people who have a developmental disability must be trained on first aid and CPR.

Training in Behaviour Intervention Strategies

All agencies must have rules about the use of behaviour intervention strategies for people who might hurt themselves or others or damage property. Agency staff need to know how to help a person who may harm themselves or others. This is called 'behaviour intervention'. Agencies have to train staff and volunteers on how to support these individuals and help them with their behaviour.

Behaviour Support Plans

Every person who behaves in a way that may be harmful needs to have a behaviour support plan. The plan lists how staff should support that person. It also lists the ways agency staff can help them, starting with positive methods and may also include more intrusive methods. The plan is based on the person's needs and well-being and must be written by people who have skills in this area. Regulations guide agencies in writing these plans. Agencies must review these plans at least twice a year. Staff and volunteers who work directly with a person who behaves in a way that may be harmful must be trained on how to use the person's behaviour support plan.

Intrusive Behaviour Intervention

Staff should use intrusive behaviour interventions only when a person might hurt themselves or someone else or damage property. Staff must use the least amount of force possible.

Preventing and Reporting Abuse

Agencies need to have policies and procedures that keep everyone safe. These rules explain that no type of abuse or neglect is allowed. Types of abuse include: physical abuse, neglect, sexual abuse, emotional abuse, verbal abuse, or financial abuse. The rules must also outline how to deal with staff and volunteers involved in the abuse.

Confidentiality and Privacy

Agencies must have rules about confidentiality and privacy. These are rules that protect the personal information of people they support. Agencies need to have rules about collecting, using, or sharing people's personal information. The rules must follow Ontario's privacy laws and any agreement the agency has with the government. Agencies also have to train staff, volunteers and board members about these rules.

Safety in Agency Owned or Operated Places

There are a number of things that service agencies must do to make sure people are safe, including planning for fire safety, planning for emergencies and natural disasters, planning for situations where there is a service disruption, and training for staff related to safety and emergency planning. Agencies also have to keep equipment in good working order.

Human Resource Practices

Agencies must complete reference checks and police record checks for all staff and volunteers. The checks must happen before those individuals can work directly with people receiving services and supports without being supervised. All staff and volunteers must be trained on the agency's policies and procedures about reference checks and police record checks.

Maintaining Service Records

Agencies must keep records on file for all people receiving services and supports for seven years after the person stops receiving services and supports from the agency. Agencies must also have rules about keeping and storing all records or files.

Residential Services and Supports

Agencies that provide services and supports for intensive support residences (where one or two adults live with full-time support) and supported group living residences (where three or more adults live with support from an agency), have to meet some extra quality assurance standards. This includes helping people get to medical and dental appointments, providing information on health and nutrition, having rules about providing nutritious meals, care of personal property, pets and service animals (such as guide dogs and other animals that assist people).

These industry standards are adapted from the Ministry of Children, Community and Social Services.



CLH's "Strategic Sweet Spot"

Expectations of Children, Youth and Adults with Developmental Support Needs and Their Families

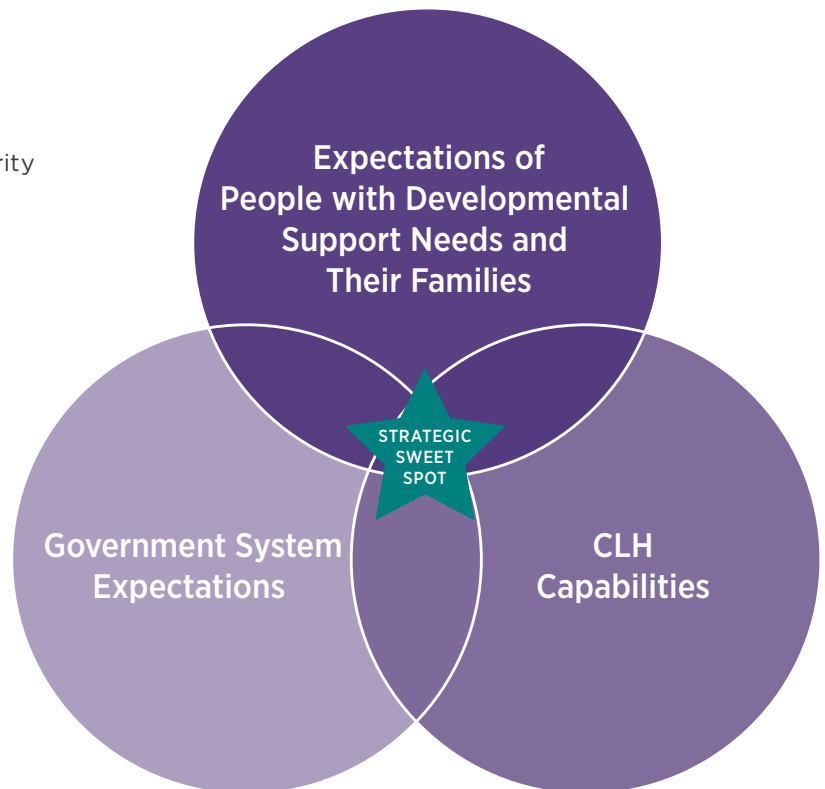
- Life-Long Learning & Opportunities
- Innovation
- Meaningful Experiences
- Family-Focused
- Consistency, Reliability, Safety & Security
- High Standards & Quality Programs
- Caring/Compassion/ Comfort
- Individualized Residential Supports

Government System Expectations

- Programming Efficiency (Doing More With Less)
- Consistency, Reliability, Safety & Security
- High standards & Quality Programs
- Accountability, Impact & Outcomes
- Innovative Problem Solving for High Support & Complex Care Needs
- Adherence to Policies & Legislative Requirements

CLH Capabilities

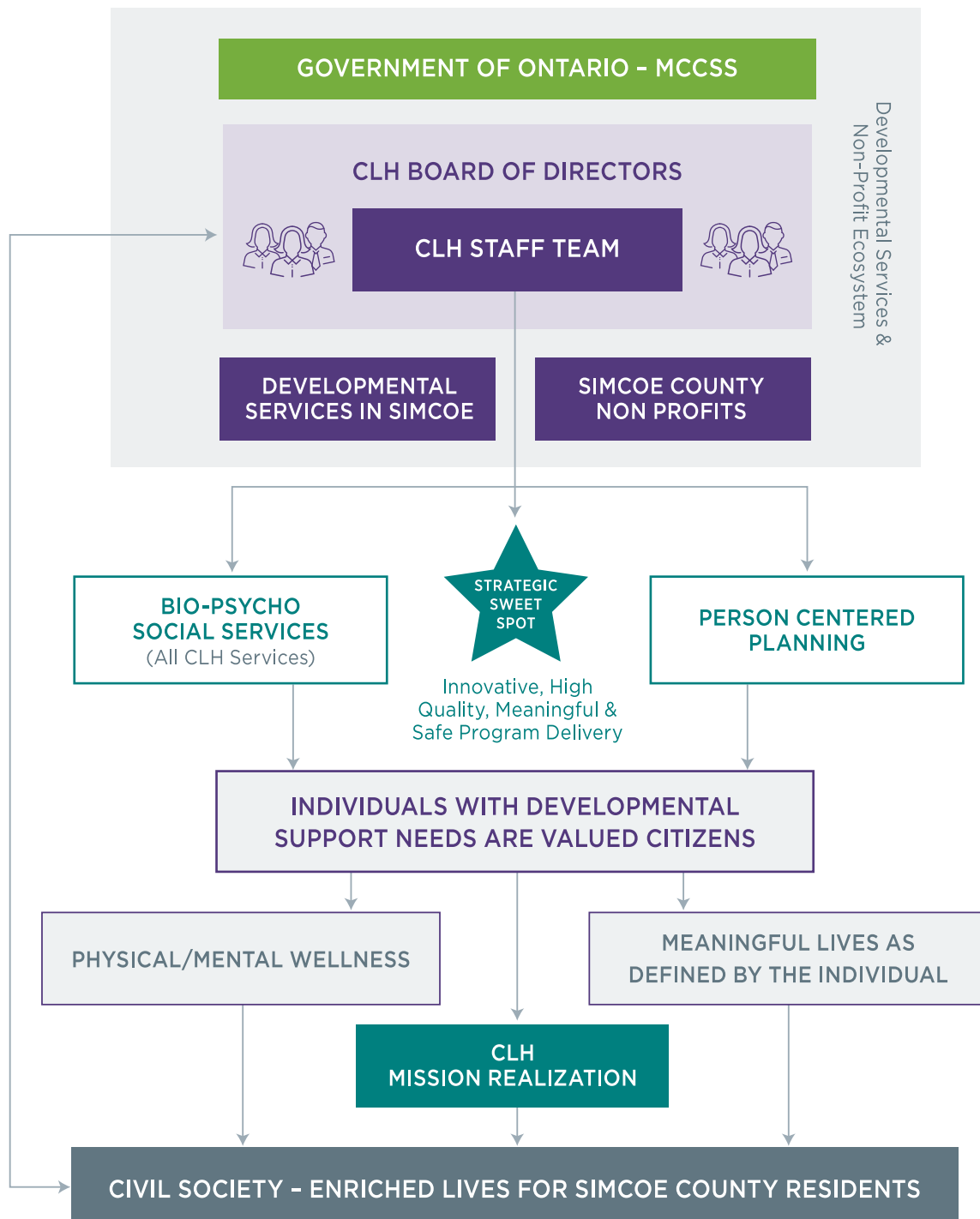
- Leader in diversity and inclusion
- Forward Thinking
- Life-Long Learning & Opportunities
- Meaningful Experiences
- Family-Focused
- Consistency, Reliability, Safety & Security
- High Standards & Quality Programs
- Caring/Compassion/Comfort
- Individualized Residential Options
- Innovative Problem Solving for High Support & Complex Care Needs
- Cost Efficiency
- Accountability, Impact & Outcomes



CLH Strategic Sweet Spot

Deliver innovative, high quality, meaningful and safe programs for individuals with developmental support needs across the lifespan, including those that require high support and complex care needs

CLH Business Model



Five Overarching Goals



GOAL 1

Culture and Team

CLH will demonstrate a highly skilled, motivated and fully aligned team that is supported by a collaborative and trusting organizational culture, effective communications, transparency and integrity.



GOAL 2

CLH Recognized as a High Achieving Social Service Agency

CLH will be recognized within the Region and across the Province as an innovative and high achieving social services agency that is an essential player in supporting individuals with developmental support needs and their families.



GOAL 3

Well Governed & Well Managed Organization

CLH will be well governed, well managed and strategic in its actions.



GOAL 4

Brand Renewal

CLH will have a strong, progressive and recognized brand that grows awareness of the agency across all communities in Simcoe County and beyond.

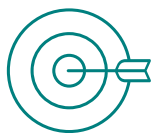


GOAL 5

Revenue Development

CLH will aim to generate adequate operational revenues and capital reserves to meet programming needs today and into the future.

Goals & Objectives



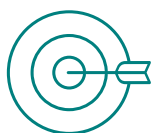
GOAL 1

Culture and Team

CLH will demonstrate a highly skilled, motivated and fully aligned team that is supported by a collaborative and trusting organizational culture, effective communications, transparency and integrity.

OBJECTIVES

- Empower the HR department to be an effective, modern champion for employees and a solid strategic partner for the CEO
- Implement staff training as needed
- Update organizational communication systems



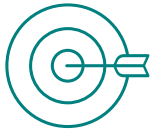
GOAL 2

CLH recognized as a High Achieving Social Service Agency

CLH will be recognized within the Region and across the Province as an innovative and high-achieving social services agency that is an essential player in supporting individuals with developmental support needs and their families.

OBJECTIVES

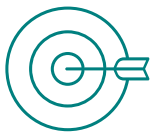
- Continue to deliver relevant, innovative and high-quality programs and supports
- Develop and sustain strategic collaborative partnerships and relationships with community and corporate organizations
- Be proactive in leading system improvements in the developmental services ecosystem
- Effectively communicate the value that CLH brings for the individuals with developmental support needs, families, the government, funders, and for citizens of Simcoe County and the Province
- Implement and maintain a continuous quality improvement plan

**GOAL 3****Well-Governed & Well-Managed Organization**

CLH will be well-governed, well-managed and strategic in its actions.

OBJECTIVES

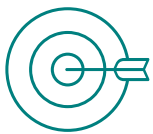
- Increase relevance and impact by being evidence-based, data driven and accountable
- Implement management and supervisory training
- Implement a strategic approach to managing the organization
- Ensure that the impact of new labour laws and the CLH collective agreement is successfully managed

**GOAL 4****Brand Renewal**

CLH will have a strong, progressive and recognized brand that grows awareness of the agency across all communities in Simcoe County and beyond.

OBJECTIVES

- Rebrand CLH name and image
- Leverage corporate and community partnerships to increase brand awareness
- Implement a digital marketing program across Simcoe County, funders and community partners

**GOAL 5****Revenue Development**

CLH will aim to generate adequate operational revenues and capital reserves to meet programming needs today and into the future.

OBJECTIVES

- Renew the CLH Foundation and implement a strategic fundraising program
- Build operational and capital reserves
- Increase number of revenue streams
- Review and implement cost saving opportunities across the organization



Life with Mary

Having Mary be part of our family has been a wonderful journey with many ups and downs that all families experience. When we decided that yes, we would enter into the Host Family Program, it was a decision that we did not take lightly. Mary had asked us and we knew she was looking for a family. I had the opportunity to work with Mary beforehand and she had also been coming home with me on holidays because she had no extended family. When she asked, it seemed like a natural progression.

Fast track to now. It has been 21 years. Mary is family! She has watched my kids grow up and we have watched Mary grow in so many ways. I am not going to tell you that it has been perfect, but I will tell you it has been very rewarding. Sometimes I think we learn a lot more from Mary than what Mary learns from us. The biggest thing we have learned from Mary is that she is always living in the moment, never worrying about what tomorrow brings. She finds joy in the simple pleasures of life. She is always kind and thankful. She gives off the most peaceful presence and she loves us unconditionally. Mary asks for nothing in return except to be part of the family.

The true meaning of family is not solely blood relations but consists of people who support you, love you and guide you when needed. It is people you can confide in and trust. I believe our relationship with Mary is all of this and it goes both ways. She sees the good, the bad and the ugly and still considers us family, as we do her.

We strongly believe this process would not work if the person coming in to family home is not accepted as family. Mary has been here so long it's difficult to view life without her. All we know is whatever path life takes Mary on, we will be there for her.

Is that not what family does?

From our hearts,
Kathi, Jeff, Kayla, Jenna and Zach



Implementation & Measuring Results

CLH will have succeeded when the organization has met the stated Key Performance Indicators (KPIs) for each goal. CLH will demonstrate that individuals with developmental support needs will show improvements in their living, employment and social skills. This progress will be measured according to goals for Supported Independent Living (SIL), Person Directed Planning (PDP), the CAPS program, the Residential Program, the Host Family, and the Supported Employment Program (SEP). In addition, anecdotal feedback from individuals and families will indicate the overall improvement in quality of life for each individual.

Through effective fund raising and financial management, CLH will have the resources, both financial and human, to deliver its core programming. CLH will demonstrate program impact across Simcoe County and in all the communities that it serves.

Yearly, a staff survey will indicate the level of satisfaction of employees, and the progress made toward internal organizational development goals. A qualitative evaluation will include an annual satisfaction survey that will be sent to both families and community partners to identify perceived areas of strength and weakness. The results of evaluations will provide the information needed to improve programs and create a plan for renewed action.

CLH Existing Partnerships

CLH has many active partnerships and MOUs with community agencies for the delivery of specialized services for people with developmental disabilities and high support and complex care needs (HSCCN).

These partnerships are built upon mutually agreed values and principles that services provided to a person and/or their family will be:

- inclusive, accessible, responsive, equitable
- able to enhance community capacity to support people
- able to identify areas of improvement
- culturally competent
- coordinated
- connected
- sustainable

As well, all partners of the CNSC – CE work collaboratively with each other and CLH to:

- Coordinate support and service within and across sectors, by providing complex support coordination for people.
- Act as a resource to service agencies, Developmental Service Ontario and local planning tables (including urgent response and service solutions/case resolution).
- Build system capacity to better support people with complex needs through education, mentorship and support to other case managers and service agencies.
- Provide provincial coordination of videoconferencing and French language specialized resources.

Some of the active community partnerships that CLH has in place are as follows:

- Rama First Nation
- Beausoleil First Nation
- E3 Community Services- Adult FLS inquiry line
- CLASS- Adult FLS inquiry line
- SCS – Adult FLS inquiry line
- RVH Child Development Services- Children FLS referral line
- Simcoe Muskoka Family Connexions Services
- Children's Treatment Network
- Waypoint Centre
- CBHS
- Simcoe Habilitation
- Motion specialties
- Arcade Pharmacy
- First for Safety
- Med Pro

CLH is also the lead agency and has active partnerships related to the provincial Community Networks of Specialized Care Videoconference Initiative. This initiative is funded by The Community Networks of Specialized Care-Central East (CNSC-CE) in partnership with the Ministry of Children, Community and Social Services (MCCSS), and provides the ability to offer educational resources to families and caregivers no matter where they live. Each partner agrees to be a videoconference (VC) site, with a room-based unit that is open to outside users. The CNSC-CE is responsible for developing and implementing provincial plans for the use of VC technology, for connecting and coordinating supports and services across the province, for effectively share resources, expertise and building capacity, and for expanding and enhancing access to specialized clinical services for people with developmental disabilities. The current Videoconference Initiative site partners are as follows:

- Centre for Behaviour Health Sciences
- Christian Horizons East District
- Christian Horizons West District
- Christian Horizons Central District
- Christian Horizons Central East District
- Christian Horizons North District
- Christian Horizons South District
- Christian Horizons Corporate Office
- Christian Horizons Oshawa
- Community Living Dufferin
- Community Living Ajax, Pickering and Whitby
- Community Living Association for South Simcoe
- Central West Specialized Developmental Services
- DeafBlind Ontario Services
- Developmental Services Resource Centre
- Sunbeam Residential Services
- Kerry's Place Autism Services
- Lake Ridge Community Support Services
- Simcoe Community Services
- Tri-County Community Support Services
- York Support Services Network
- Community Living North Frontenac
- Community Living Prince Edward
- Community Living North Grenville
- Community Living Stormont County
- Community Living Upper Ottawa Valley



- Developmental Services Leeds and Grenville
- Extend-A-Family
- Lennox and Addington Addictions & Community Mental Health Services
- North Hastings Community Integration
- Ottawa Carleton Association for Persons with Developmental Disabilities
- Pathways to Independence
- Service Coordination for People with Developmental Disabilities / Coordination des services pour les personnes ayant une déficience intellectuelle
- Valor & Solutions
- Valoris pour enfants et adultes de Prescott-Russell
- Community Living Algoma
- Community Living Atikokan
- Community Living Dryden / Sioux Lookout
- Community Living Fort Frances and District
- Community Living Greater Sudbury
- Community Living Kirkland Lake
- Community Living North Bay
- Community Living Parry Sound
- Community Living South Muskoka
- Community Living Temiskaming South
- Community Living West Nipissing
- Cochrane Temiskaming Resource Centre
- HANDS TheFamilyHelpNetwork.ca
- Harmony Centre for Community Living
- Kenora Association for Community Living
- Lutheran Community Care Centre
- North East Association for Community Living
- OPTIONS Northwest Personal Support Services
- Superior Greenstone Association for Community Living
- Surrey Place Centre
- Vita Community Living Services and MensSana
- Bethesda
- Community Living Essex
- Community Living Owen Sound
- Community Living Sarnia Lambton
- Community Living Stratford
- Community Living Wallaceburg
- Community Living Windsor
- Contact Hamilton
- CREST Support Services
- Community Services Coordination Network
- Family Counselling Centre of Brant
- Hamilton Brant Behaviour Services
- Regional Support Associates







clh

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THIS STRATEGIC PLAN HAS BEEN
DEVELOPED IN COOPERATION AND
CONSULTATION WITH:

