



Strategic Roadmap

2024-2027

clh

DEVELOPMENTAL
SUPPORT SERVICES

Vision, Mission and Tagline

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 lifelong learning, together with our network of dedicated community partners.

Tagline: Support, Include, Empower



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Values and Guiding Principles

Our values and guiding principles are the foundation upon which we work and continue to support and empower children, youth and adults with developmental support needs. They guide our decision-making, behaviour and interactions with staff, volunteers, families and persons supported, and help us achieve our mission. They represent what is important and meaningful to us and reflect the ideals and standards by which we operate.

Commitment

01

Person-directed

We believe that person-directed planning is foundational to success. We listen in order to understand what each person wants in their life. We focus on the development of relationships and help people build their future based on dreams, strengths and capabilities. We believe in self-determination, inclusion, citizenship, contribution and participation. We encourage each person to use their gifts and talents to contribute to life in their community.

Responsive

We are committed to providing timely, respectful, and flexible support to people and remain responsive to the needs of the those we serve. We value flexibility in the way that support is provided and are willing to adapt and change our approach in response to changing needs or circumstances. We seek feedback from people in order to improve the quality and responsiveness of our services.

Health and Well-being

We are committed to supporting the health and well-being of each person as well as their ability to participate in their communities and live fulfilling lives. We value the unique needs and goals of each person and promote independence, self-determination and choice-making. We foster safe and inclusive environments that promote physical and emotional well-being and are committed to creating a culture of support.

Learning and Growth

We believe that people should have continuous learning and growth opportunities to fulfill their aspirations, to contribute to society and to create meaning at every stage of their life. We are committed to creating a culture of continuous learning and prioritizing the ongoing development of people.

Integrity

02

Trust

We uphold the trust we have built over our 60-year history and are committed to establishing a culture of trust and transparency. We strive to demonstrate integrity in all our actions and decisions, and value honesty, openness, reliability and dependability. We believe in establishing clear expectations and goals for all our services and consistently delivering on those commitments.

Accountability

We ensure 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. We take responsibility for all our actions, decisions and performance and take ownership of our mistakes whilst working to correct them.

Respect

We are respectful in all our interactions and treat all persons with dignity. We value the needs, aspirations and abilities of others, creating a supportive and courteous environment.

Caring and Compassion

We are a highly responsive, caring and 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 person 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.

Transparent Communication

We are committed to transparent communication 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 people we support, providing them with the ability and opportunity to make informed choices.

Empowerment

We believe in full inclusion. We empower each person to make informed choices for themselves in all aspects of their daily lives, and to live and work to their full potential. We enable persons with developmental support needs to recognize and use the resources available to them, and to become stronger, more confident and independent.

Accessibility

We are committed to ensuring our supports and services are easily accessible and available to all people who need them, regardless of their abilities, background or circumstances. We strive to understand and accommodate the unique needs and circumstances of every person.

Equity, Diversity and Inclusion

We promote a vision of society that is inclusive and that supports the rights of all persons. We are welcoming and inclusive, and a role model for diversity and equity. We demonstrate, through our partnerships and community involvement, that people with developmental support needs are citizens who have contributions to make to society. We are committed to ensuring the fair treatment, access, opportunity and advancement for all, while identifying and eliminating barriers.

Partnership and 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 people we support and their families.

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.

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.

Responsibility

We are committed to being accountable for our decisions, actions, and outcomes, and to take responsibility for the quality of our programs and services.

Strategic Priorities

2024-2027



At CLH DSS we will:

- Promote and maintain the physical, psychological, and social well-being of our employees at all levels and for every job.
- Create and maintain a culture where employees can fulfill their potential and the organization can successfully fulfill its vision.
- Provide the ways and means for people and teams to adapt, grow and flourish.



Organizational Well-Being

- Launch sustainable recruitment and retention strategies to attract, retain and develop staff.
- Design/execute a formal professional learning program.
- Design/execute employee well-being programs focusing on mental health, physical health, psychological safety, and social well-being.
- Establish a succession plan for current and future leaders.
- Create a talent management plan with deliberate learning opportunities, including mentoring, coaching, and secondments.
- Develop an internal communication strategy to create shared language and understanding, that is simple and easy to understand across the organization, connect activities, and build consistency, visibility, and accountability throughout all facets of the organization.
- Focus on the importance of inclusivity at all staff levels - fairness, relatability, and collaboration.

At CLH DSS we will:

- Promote representation and participation of different groups including people of different ages, races, and ethnicities, abilities, genders, religions, cultures, and sexual orientations.
- Encourage and support equity, diversity and inclusion at the workplace, whilst providing equitable and accessible supports and services to the supported people and communities served.



Diversity, Equity and Inclusion (DEI)

- Embed a diversity, equity and inclusion approach to the lifecycle of all programs and services.
- Create a common and inclusive language around DEI, including definitions and examples, which are easy to understand and resonate with staff at all levels.
- In partnership with EDIAC, launch a DEI specific professional learning curriculum.
- Roll-out an internal/external communications strategy aimed at building trust and transparency across the organization and enhance staff and supported persons experience of DEI. This includes facilitating ongoing staff feedback via user-friendly and inclusive channels and creating safe spaces for employees to share their experiences.
- Collect, analyze, and use DEI data to inform practice.

At CLH DSS we will:

- Set high standards for ourselves and our services so that supported persons and their families/support systems experience our quality culture at every level.
- Always look for ways to get better, to adapt, evolve and improve our programs and services.

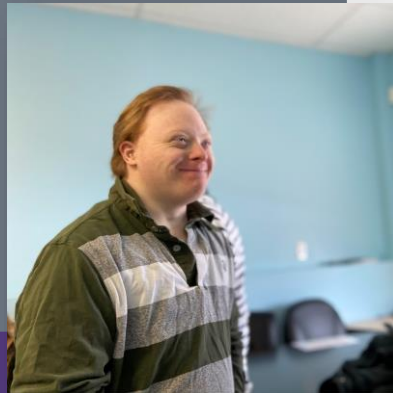
Quality and Continuous Improvement

- Identify, investigate and create opportunities for improving existing programs and services including children services, adult services, transitional age youth, senior specific supports, etc.
- Ensure continuity of services at all life stages for supported persons based on their needs and requirements.
- Determine gaps in accessibility of programming and build an action plan to address i.e., rural considerations, transportation, cost, French language barriers etc.
- Develop and launch a continuous improvement and review cycle that is underpinned by data and analytics.



At CLH DSS we will:

- Rise to the challenges and opportunities facing our sector and develop innovative, efficient, and workable solutions for the betterment of the people and families/support systems we serve.
- Advocate positively and continue to show leadership in our sector and to the supported persons and families/support systems we serve.



Sustainability and Development

- Explore opportunities for long-term financial sustainability and develop action plan in line Journey to Belonging.
- Enhance advocacy strategy to focus on investment and change for the organization and broader sector including funding, affordable housing, and access to services.
- Leverage networks and partnerships to enhance organizational sustainability and explore strategic business development opportunities.
- Continue collaboration with the Foundation around fundraising and organizational sustainability.

CLH Developmental Support Services



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