

# WDDS Operational Planning ~ WDDS Strategic Plan 2021-2024 **ORGANIZED BY YEAR**

Updates September 2021 \*\*The fact that we did not receive the completed Strategic Plan from Platinum Leadership Inc until June 3, 2021 and the restrictions and challenges due to COVID has had some impact on the updates for this reporting period.

Updates September 2022

# Year 1

**Priority:** Community

To enhance relationships with families, partners, and community Goal:

Strategy	Key Actions	Timeline	KPIs (Outputs and Outcomes)	
Strengthen WDDS' community presence and profile	Build our social media presence on Facebook, Twitter, Instagram	Year 1	<ul> <li># of social media followers</li> <li># of community presentations</li> </ul>	<ul> <li>March 2022</li> <li>A Social Media Strategy has been developed – it will be shared and an implementation plan will be determined. There were challenges with implementing this strategy, during this reporting period, due to the resignation of our Communication Coordinator/Fund Developer and hiring her replacement.</li> <li>September 2022</li> <li>The Social Media Strategy was implemented in May 2022. The following was reported in August 2022:         <ul> <li>790 people like our page on Facebook</li> <li>946 people follow our page on Facebook</li> <li>There were 20 new likes; 5,787 people reached and 517-page visits</li> <li>There were 19 posts made on Facebook:</li></ul></li></ul>

Strategy	Key Actions	Timeline	KPIs (Outputs and Outcomes)	
	Community Tables:  Develop an inventory of community tables  Determine who from WDDS sits at which table	Year 1		<ul> <li>Average likes per post were 9 and average shares per post was 6</li> <li>76 people like our Joblinks page         <ul> <li>17 posts on Joblinks Service's Facebook page</li> <li>271 people reached</li> <li>51 people engaged</li> </ul> </li> <li>524 followers on Instagram         <ul> <li>Average likes per post was 42</li> <li>Average comments per post was 1</li> </ul> </li> <li>There were 29 posts on Instagram         <ul> <li>8 videos/reels</li> <li>2 photos or infographics</li> <li>19 story posts</li> <li>There were 2,137 average plays on Instagram reels; lowest view count was 56; highest view count was 7,801</li> <li>35 followers on Twitter</li> </ul> </li> <li>An inventory of community tables has been developed and will be reviewed at the Sr. Leadership team in October to determine next steps</li> <li>March 2022</li> <li>WDDS currently has representation on 18 External Community Committees/Tables. (See Appendix A – Page 21). Representatives on these external committees hold various roles within WDDS – CEO, Directors and Managers.</li> <li>Due to COVID-19 some Committees have not met regularly – those that have been meeting have been doing so virtually. We will continue to review and take advantage of new opportunities as COVID-19 restrictions continue to be reduced.</li> <li>Despite pandemic related restrictions there were 4 virtual community presentations to showcase services provided by WDDS.</li> </ul>

Strategy	Key Actions	Timeline	KPIs (Outputs and Outcomes)	
Build new relationships and deepen relationships with existing community partners	Community Partners:	Year 1	# of relationships with community partners	<ul> <li>An inventory of community partners has been developed.         It will be reviewed with the Sr. Leadership team in October and next steps will be determined     </li> <li>March 2022</li> <li>83 Community Partners have been identified. (See Appendix B – Page 22) We will continue to explore opportunities to develop new relationships while continuing to strengthen existing relationships.</li> </ul>
Engage families and care providers	Develop a coordinated plan to provide information nights and educational workshops for families	Year 1	<ul> <li># of family members attending information nights, workshops, open houses</li> <li># of families who indicate they are satisfied (as measured by exit/follow up surveys)</li> </ul>	<ul> <li>Meeting that was scheduled to occur with families, in April, was cancelled due to COVID – the plan is to offer this to families in the fall</li> <li>Dates have been shared with families. The following sessions have been scheduled: Oct 19 – Education for Every Child: Roadmap to navigating the school, Nov 23 – Recreation &amp; Leisure: Opportunities for kids in their community and Jan 11/22 – Everyone Needs a Break: Finding respite supports and funding.</li> <li>March 2022</li> <li>Unfortunately, the in-person meeting that was scheduled to occur in April 2021 had to be cancelled due to pandemic related restrictions</li> <li>Virtual presentations occurred in October 2021, November 2021 and February 2022 via Zoom. 4 people attended the October session and 7 people attended the November session. Despite the fact that 7 people had registered for the February session, nobody actually ended up attending. Those that attended in October and November were grateful for the sessions and gave positive feedback.</li> </ul>

**Priority:** Organizational Culture

**Goal:** To be an organization of choice

Strategy	Key Actions	Timeline	KPIs (Outputs and Outcomes)	
Support ongoing professional development	Continue to offer Level I & Level II leadership workshop series for employees  Establish processes and feedback loops for identifying HiPo employees	Year 1 (ongoing)	# staff who attend PD activities	<ul> <li>7 staff completed the Leadership Development 2.0 Training in May 2021.</li> <li>March 2022</li> <li>8 staff completed the Leadership Development 1.0 Training that ran October 2021 – December 2021.</li> <li>4 WDDS employees were identified as potential leaders and have since accepted supervisor positions within the agency; 4 Supervisors have moved into Manager positions.</li> </ul>
	As part of regular development meetings, supervisor and employee develop employee's career plan, re: areas of development, leadership goals, etc.	Year 1		<ul> <li>A career plan has been developed that will be shared and implemented in November 2021 (after the strategic plan presentation to all staff during the month of October)</li> <li>March 2022</li> <li>Career Plans have been shared and are starting to be completed with all employees. To date 14.5% of employees have completed one. This will be a key focus over the next few months.</li> <li>All new employees come together after 3 months of employment for Core Competency Training. During this time, they also start working on completing their career plans.</li> </ul>
	Conduct a needs assessment of staff's training needs (gather data through development meetings > compile and analyze data > select training topics)	Year 1		<ul> <li>Plan to be determined</li> <li>March 2022</li> <li>Committees review audits and make recommendations in regards to required training. This is reported on the Manager's Month End every month.</li> <li>Career Plans have a specific section that identifies Training needs and Interests.</li> <li>Training needs have also been brought forth by teams</li> </ul>
	Continue to offer training that staff requires to increase their skills sets	Year 1 (ongoing)		<ul> <li>March 2022</li> <li>During this fiscal, April 1 2021 to March 31, 2022 – 152         employees have attended Professional Development         activities; 40 of those were to increase capacity to support         people with challenging behaviours; 18 were to increase         individualized planning skills and 54 were specific to         individual behavioural support plans.</li> <li>September 2022</li> <li>219 staff have attended Professional Development activities.         61 were involved with Leadership training; 38 to increase</li> </ul>

Strategy	Key Actions	Timeline	KPIs	
			(Outputs and Outcomes)	
				capacity to support challenging Behaviour; 14 to increase capacity to support individualized planning and 23 specific to individualized complex needs.
	Develop mentoring program and team, including training re: mentoring and coaching skills  Identify and train mentors  Enhance and expand program	Year 1		<ul> <li>Members of the mentoring team have been determined and training occurred in September. Mentoring will start with new hires in October.</li> <li>March 2022</li> <li>The Mentoring program started in November 2021. 18 staff have been assigned a mentor. Of those 18 – 5 are no longer with the agency. To date, an official process to receive feedback has not been developed. Once the program has been in practice for a year, a survey will go out to seek formal feedback from participants.</li> <li>In March 2022, the group came together for training on Core Competencies – the group was very engaged and had expressed goals for their career plans. All stated that they were happy with their work and with the agency as a whole.</li> </ul>
Ensure continuity of leaders through succession planning	Develop training for supervisors and managers  Establishing a training development team, ensuring access to employees from across the organization  Conduct needs assessment	Year 1	# people identified as potential future leaders	<ul> <li>Training modules are currently being developed for Supervisors and Managers</li> <li>March 2022</li> <li>The Leadership team participated in several training sessions to increase their skills as leaders. Sessions included: Effective Communication, Navigating Difficult Conversations, The Leadership Challenge and Personal &amp; Professional Wellness.</li> <li>4 WDDS employees were identified as potential leaders and have since accepted supervisor positions within the agency; 4 Supervisors have moved into Manager positions and 2 Managers into Directors positions.</li> <li>With so many changes over the last year, it has become painfully clear that succession planning is an area of weakness for the organization. We were challenged to come up with a plan when the Director of HR retired and are still working on developing a long-term plan to ensure that we are positioned well for the future.</li> <li>Proactively looking at other Leaders that may also be retiring within the next few years, we have started cross training to ensure that we are prepared when this time comes. There</li> </ul>

Strategy	Key Actions	Timeline	KPIs	
Improve communication with employees, families, and people supported Improve communication with employees, families, and people supported	Continue Conversations that Matter monthly discussions, including knowledge sharing + open conversation about selected organizational topics  Committee members giving updates and peer	Year 1 (ongoing)	<ul> <li># of social media followers</li> <li># of social media posts</li> <li># staff who indicate they are better informed</li> <li># families who indicate they are better informed</li> <li># people supported who indicate they are better informed</li> </ul>	have been a large number of senior leaders in the sector retiring and recruiting external replacements has proven to be challenging. It will be important for an effective succession plan to focus on internal talent, if possible, to provide ample opportunity for cross training and development.  • COVID 19 has prevented us from being able to start these meetings up again. We will continue to plan for these to resume once we have a better idea how the 4 <sup>th</sup> wave and vaccination passports will impact in person activities.  March 2022 • COVID 19 continued to challenge us throughout this reporting period. We unfortunately had to cancel meetings as we dealt with increased numbers of positive cases. We currently plan to hold the next Conversations that Matter on May 25, 2022 to discuss Employee Engagement. • Communication has continued at a minimum of once a week, to all employees in regards to COVID 19 updates. Various other updates in regards to the agency and special activities were also shared regularly. (I.e. Earth day, On-Line Auction, Cultivating Community Wellness, Staff Appreciation, Dorothy Wright and Les McKerral Awards, Endless Possibilities, etc.)  • WDDS has the following number of followers on Social Media platforms: Twitter – 34; Instagram – 421 and Facebook – 927. Since February 2022 – there have been a total number of 41 posts across the platforms.  September 2022  • There have been 2 "Conversations that Matter" meetings to discuss Employee engagement. 16 DSPs have participated in solution focused conversations to explore current strengths, weaknesses and suggestions for improvement. The information is currently being summarized and will be shared with all staff. Next steps are to have similar discussions with the leadership team.
	presentations to team members			have started to occur at all team meetings March 2022

Strategy	Key Actions	Timeline	KPIs	
	Develop template for communicating back to teams     Add Committee updates to standardized team meeting agendas  Continue to provide update emails to staff — what's happening at WDDS (e.g., service updates, training opportunities, who's moving in/new to organization, etc.)	Year 1 (ongoing)	(Outputs and Outcomes)	<ul> <li>Updates are provided at team meetings. During the last fiscal year – April 1, 2021 – March 31, 2022 - 17 DSPs have joined various committees across the organization bringing the number of DSPs involved in committee work up to 29.</li> <li>Updates have been focused on COVID at this point in time due to recent changes and implementation of mandatory vaccination policy</li> <li>A communication plan will be developed which will include what this will look like going forward</li> <li>March 2022</li> <li>Communication has continued at a minimum of once a week, to all employees in regards to COVID 19 updates. Various other updates occur regularly, as mentioned above.</li> <li>Our communication plan, at this point in time, has been to try to keep everybody up to date on constantly changing directives from MCCSS, South Western Public Health and the Chief Medical Officer of Health. We have also focused on ensuring that all staff are informed and kept up to date on active and suspected outbreaks within the organization.</li> <li>Other updates are sent out, as needed, in regards to various activities, training opportunities, available resources etc.</li> <li>September 2022</li> <li>E-mails have been shared regularly in regards to "Endless Possibilities", COVID-19 updates, training opportunities, staffing changes etc.</li> <li>The plan is to start to send out a "newsletter" quarterly. The</li> </ul>
	Continue to provide regular email updates to families and people supported – what's happening at WDDS, opportunities for families and people supported to connect (e.g., info nights, workshops, etc.)	Year 1 (ongoing)		<ul> <li>hope is to have this start in November 2022.</li> <li>A communication plan will be developed which will include what this will look like going forward</li> <li>March 2022</li> <li>Communication with families has been focused on COVID-19 related information as mentioned above. Other communication has included information about various available resources.</li> <li>September 2022</li> <li>We are currently gathering information from families in regards to what kind of information they are looking for.</li> </ul>

Strategy	Key Actions	Timeline	KPIs (Outputs and Outcomes)	
				There is a plan to share information in a variety of formats depending on the material ie: e-mails, phone calls, website and workshops. A quarterly newsletter will also be shared.
	Develop communications plan (including social media strategy) and message calendar for WDDS	Year 1		<ul> <li>A social media strategy has been developed.</li> <li>Communication plan still needs to be developed.</li> <li>March 2022</li> <li>The social media strategy has been implemented but continues to be a work in progress. The strategy will be fine tuned over the next couple of months and will be built upon to include other communication strategies across the organization.</li> </ul>
	Incorporate communications into WDDS' twice per year all-staff training sessions	Year 1 (ongoing)		<ul> <li>Due to COVID the in-person Agency wide training was cancelled as group sizes continue to have to be limited.</li> <li>A power point presentation of the Strategic Plan was developed to share at all team meetings in October to ensure that the information is consistent across the organization</li> <li>March 2022</li> <li>Due to Pandemic related restrictions all communication has been done at team meetings or through e-mail. Once we can safely hold the all-staff training sessions again then WDDS Communication and Updates will be incorporated into these meetings.</li> <li>September 2022</li> <li>COVID-19 restrictions are still in place for WDDS which has been a barrier for us to being able to provide in-person all-staff training sessions.</li> </ul>
	Highlight WDDS' media platforms (website, social media, etc.) with families and people supported Highlight WDDS' media platforms (website, social media, etc.) with staff Highlight WDDS' media platforms (website, social media, etc.) with Board members	Year 1 (ongoing) Year 1 (ongoing) Year 1 (ongoing)	<ul> <li># of social media followers</li> <li># of social media posts</li> <li># staff who indicate they are better informed</li> <li># families who indicate they are better informed</li> </ul>	<ul> <li>This information is collected on a monthly basis and is captured in the data collection matrix. As of Sept 30 WDDS, has the indicated number of followers on the social media platforms:         <ul> <li>Twitter = 31</li> <li>Instagram = 306</li> <li>Facebook = 822</li> </ul> </li> <li>We are currently working with Nettrac to update the website</li> <li>March 2022</li> <li>The new website was launched in February 23, 2022.</li> </ul>

Strategy	Key Actions	Timeline	KPIs (Outputs and Outcomes)	
			# people supported     who indicate they are     better informed	<ul> <li>As of March 31, 2022, WDDS has the following number of followers on Social Media platforms: Twitter – 34; Instagram – 421 and Facebook – 927.</li> <li>With the resignation of our Communication Coordinator/ Fund Developer, there was a lag in posts as we recruited her replacement. Since February 2022 – there has been a total of 41 posts across the platforms. WDDS also hosted a very successful on-line auction.</li> <li>September 2022</li> <li>See page 1 re: "Strengthen WDDS's community presence and profile" for details regarding the social media platforms.</li> </ul>
Strengthen employee engagement	Provide early mentoring and coaching for new employees, including outlining the benefits of this work, etc.	Year 1 (ongoing)	<ul> <li># staff attending agency events</li> <li># staff submitting stories for Joy in your Job</li> </ul>	<ul> <li>The mentoring committee has been developed and members are receiving training in October. The mentoring program will be implemented with new employees in November</li> <li>March 2022</li> <li>The Mentoring Program, as part of the on-boarding process for new hires, was implemented in November. 18 new hires were matched with a mentor.</li> <li>There have been no in-person agency events due to COVID-19.</li> <li>10 stories have been shared across the organization highlighting moments of celebration when people have been supported to reach a personal goal.</li> <li>September 2022</li> <li>Mentoring continues to be an important part of the on-boarding process</li> <li>There have been 10 "Endless Possibilities" stories shared highlighting moments of celebration for people who have been supported to accomplish something important to them.</li> </ul>
	Continue to invite employees to participate on WDDS committees (opportunity to be heard, actively involved in the organization)  • Promote the benefits of being on committees	Year 1 (ongoing)		<ul> <li>When committees require membership, a posting goes out across the organization for people to submit their letter of interest.</li> <li>A small presentation will be developed to share at team meeting to promote the benefits of working on a committee March 2022</li> </ul>

Strategy	Key Actions	Timeline	KPIs	
			(Outputs and Outcomes)	
	Continue to use team meetings as a way to engage employees  Continue 1:1 meetings between employees and supervisors to support engagement	Year 1 (ongoing) Year 1 (ongoing)		<ul> <li>Promoting the benefits of working on committees is highlighted at team meetings when updates are shared. It has also been incorporated into the orientation for new employees.</li> <li>During the last fiscal year 17 DSPs have joined various committees across the organization bringing the number of DSPs, involved in committee work up, to 29.</li> <li>September 2022</li> <li>Committee updates continue to be provided at team meetings and promoted during orientation and development conversations.</li> <li>A standardized meeting agenda gets shared every month to ensure that the messages shared are consistent across the organization</li> <li>Development meetings continue to occur on a regular basis with all employees. Development meetings notes are shared with Managers and the Director of Organizational</li> </ul>
	Continue Conversations that Matter initiative to engage employees in dialogue that is meaningful for them  Continue Health & Wellness Committee's annual campaign to support engagement and wellness	Year 1 (ongoing)  Year 1 (ongoing)	<ul> <li># staff attending agency events</li> <li># staff submitting stories for Joy in your Job</li> </ul>	<ul> <li>Growth and Development</li> <li>Due to COVID we have had to postpone these meetings March 2022</li> <li>We have a meeting scheduled at the end of May 2022, at which time, we will be facilitating a discussion on employee engagement. All other meetings this fiscal had to be cancelled due to COVID-19 restrictions.</li> <li>September 2022</li> <li>2 "Conversations that Matter" meetings have occurred, 16 employees were involved in discussions about employee engagement and improvements that can be made.</li> <li>Random acts of kindness have continued to randomly thank an employee for the work that they do a small gift is given to</li> </ul>
	(e.g., random acts of kindness) + wellness events and staff recognition/thank you			<ul> <li>the employee's name that is drawn</li> <li>WDDS has joined a sector initiative to "Cultivate Community Wellness". As an organization that was chosen to be a part of this initiative several free training sessions have been offered to staff to promote health and wellness</li> <li>Stories will continue to be shared on social media platforms and the website when the communication plan is implemented and the website is updated</li> </ul>

Strategy	Key Actions	Timeline	KPIs (Outputs and Outcomes)	
	Continue to distribute annual Christmas card with \$50 gift certificate for all staff Continue Joy in your Job stories highlighting staff who provide person-directed supports; stories posted on social media	Year 1 (ongoing) Year 1 (ongoing)		<ul> <li>March 2022</li> <li>"Random Acts of Kindness" was able to run until November 10, 2021 utilizing the items that would have been used for the Wellness Fair. 33 staff received a gift through this initiative.</li> <li>Several resources have been offered to employees over the year both through the Cultivating Community Wellness initiative as well as through MCCSS. These opportunities provided staff with training in regards to physical and mental wellbeing, for themselves personally, as well as to assist them with supporting people in these areas. Through these resources, WDDS was also able to train a Manager to become a Mental Health First Aid Trainer.</li> <li>February 14-18/2022 was Ontario Week of Appreciation for the Non-profit Sector – the week was spent celebrating WDDS employees and their contributions over the past year.</li> <li>September 2022</li> <li>21 employees were recognized for their years of service – 10 attended the celebration lunch that was held in their honour.</li> <li>170 people attended the appreciation "Summer Drink Truck" held at WDDS in June. Attendees were staff, people supported, families and community partners.</li> <li>March 2022</li> <li>Christmas cards were distributed to all staff.</li> <li>Stories have been shared on social media. To ensure that this is a priority sharing of stories has been added to the Social Media Strategy</li> <li>March 2022</li> <li>With the resignation of our Communication Coordinator/Fund Developer, there was a lag in posts as we recruited her replacement. Since February 2022 – there has been a total of 41 posts across the platforms.</li> <li>WDDS is participating in the DS Workforce Initiative that is working on Modernizing the DS Core Competencies; Developing Operational Leaders Training and Developing a Recruitment focused marketing campaign. Marketing tools will be shared by this group and we will be able to</li> </ul>

Strategy	Key Actions	Timeline	KPIs	
	Continue lunch with supervisors and new employees  Welcome celebration for new employees (i.e., at three-month mark of hiring)	Year 1 (ongoing) Year 1	(Outputs and Outcomes)	<ul> <li>implement them into our social media and communication strategies. The launch of these resources is planned to occur at the OASIS Conference in May 2022.</li> <li>Due to COVID we have not been able to resume a shared lunch – however, a meet and greet is organized for all new employees and their supervisors</li> <li>Date of implementation is still to be determined March 2022</li> <li>COVID-19 restrictions have impacted our ability to implement this strategy. This will need to be re-evaluated to determine how we can proceed with this in a meaningful way, ensuring that this can occur with or without restrictions.</li> </ul>
Strengthen recruitment strategies	Establish training plan for students in placement	Year 1	<ul> <li># applicants who apply for WDDS positions</li> <li># applicants who meet minimum criteria</li> <li># applicants who are hired</li> <li># new hires retained beyond three months</li> <li># new hires retained beyond 12 months</li> </ul>	<ul> <li>Data is being collected:         <ul> <li>August and September: 26 Applicants – 19 who met minimum criteria – 16 were hired</li> </ul> </li> <li>April to July: out of 14 people that were hired – 8 have remained employed beyond three months *note these numbers are somewhat skewed given the fact that we hire a number of students that we know may not remain employed at the end of the summer because they are returning to school</li> <li>March 2022</li> <li>April 1, 2021 – March 31, 2022: 53 people were hired – 35 retained their employment beyond three months. (We will be able to start reporting on number of applicants who retained employment beyond 12 months in May 2022, as we did not start tracking this information until April 2021). 3 of the people who did not remain beyond 3 months were summer students – 1 of which has reapplied to work again during the summer of 2022.</li> </ul>
	Develop a communication plan to convey who we are and what we do, the benefits of working at WDDS, our programs and services (e.g., Nexus), etc.  Storytelling across all mediums	Year 1		<ul> <li>Plan to be determined</li> <li>March 2022</li> <li>Recruitment and retention strategies that have been developed by the DS Workforce Initiative will be implanted into the communication plan once they have been shared.</li> <li>The Social Media strategy includes stories to share as well as a schedule as to when they will be shared.</li> </ul>

**Priority:** Service Excellence

Goal: To provide quality, innovative, and responsive supports and services

Strategy	Key Actions	Timeline	KPIs (Outputs and Outcomes)	
Enhance supports for young people coming into service	Build relationships with local high schools to support transitional planning with young people	<ul> <li>Frelationships with local high schools to cort transitional planning with young people or transitional planning with young people</li> <li>Fear 1</li> <li># young people (aged 18-29) coming into service</li> <li>Job Links have young people also prese WCI.</li> <li>Job Links i work/volu education</li> <li>A Job Path Employment 8-week present transitional planning with young people (aged 18-29) coming into services work with March 2022</li> <li>Job Links i work/volu education</li> <li>A Job Path Employment 8-week present with transitional planning with young people (aged 18-29) coming into services work with March 2022</li> <li>Job Links i work/volu education</li> <li>A Job Path Employment 8-week present with transitional planning with young people (aged 18-29) coming into services work with March 2022</li> </ul>	Services will potentially include the creation a position to work with local high schools.  March 2022  Job Links hosted an open house to provide information to young people who may be looking for services. They have also presented information about employment services to WCI.	
	Explore technology options that can enhance supports for youth (e.g., videoconferencing)	Year 1		<ul> <li>A Technology Committee will be created – a posting looking for membership will go out in November – after the Strategic Plan presentation is shared with all employees. The focus on the committee will be to explore new and existing types of technology that will help people to be more independent and assist them in participating in their community</li> <li>March 2022</li> <li>The Technology Committee has been developed, although more members are still required. The focus has been on exploring technology options that are available.</li> <li>The Committee is in the process of working with a person who enjoys his independence, but due to some medical issues, has been limited from being able to go out by himself without support staff. A device has been found that will provide monitoring support and will alert his staff if he requires assistance while he is out.</li> </ul>

Strategy	Key Actions	Timeline	KPIs	
Develop individualized supports for	Assess training needs for staff, re: people with	Year 1	(Outputs and Outcomes)  • # staff attending	<ul> <li>The on-line options for learning have proven to been beneficial for 3 particular people who struggled with attending in-person classes. These people are now able to access these opportunities and have been very successful.</li> <li>The Management Team attended a presentation from another organization in regards to how they have used technology to enhance people's supports and ultimately provide them with a better quality of life.</li> <li>A "report" mechanism has been developed for committees</li> </ul>
people with complex needs	complex needs (e.g., palliative care, mental health, team training regarding planning, etc.)		training specific to individualized needs  # people referred to the Behavioural Supports Committee  # people referred to RSA	<ul> <li>and Managers to formalize a process by which Training needs can be identified.</li> <li>Orientation has been updated to include a section on FASD which includes effective support strategies when supporting someone with this diagnosis as they present some challenges in regards to their behaviour.</li> <li>March 2022</li> <li>Development meetings will be a mechanism by which we will solicit information from employees in regards to required training.</li> <li>39 people have attended training specifically to increase capacity to support people with Challenging Behaviour.</li> <li>54 people have been trained specifically on individualized Behavioural Support plans.</li> <li>1 person has been referred to the Behavioural Supports Committee. This referral was just recently submitted so the committee is working through the process.</li> <li>1 person was re-referred to RSA to assist with an increase in behaviour over the last few months.</li> <li>4 people's files have been closed with RSA due to effective strategies having been developed and successfully implementation by the teams.</li> <li>September 2022</li> <li>Committee members are currently working with RSA to develop a BSP through their Community Capacity Development Initiative for one person.</li> <li>WDDS has trained a Manager to become a trainer in Mental Health First Aid. Plans are in place for her to</li> </ul>

Strategy	Key Actions	Timeline	KPIs	
			(Outputs and Outcomes)	
				begin training WDDS employees starting in December 2022.
	Continue the work of the Behavioural Supports	Year 1		March 2022
	Committee to increase capacity within the organization	(ongoing)		<ul> <li>6 DSPs and 5 members of the Leadership team completed an intense 6-month Community Capacity Development Initiative with RSA. At that time, all members of the Behavioural Supports Committee were included in the training.</li> <li>54 staff have attended training specific to a person's Behavioural Support plan.</li> <li>September 2022</li> <li>The Behavioural Supports committee is working with RSA through their Community Capacity Development Initiative to continue to develop their skills and abilities to meet the needs of more challenging people. They in turn are supporting teams to provide effective supports to people.</li> <li>One member of the committee has attended Assist Training to increase capacity to meet people's mental health needs.</li> <li>RSA has closed 3 people to their services recognizing that the teams are effectively implementing the supports and strategies that have been put into place.</li> </ul>
				The BSC has been working with 5 teams to assess and implement strategies to support challenging behaviour.
Assess WDDS' programs and services to ensure quality, innovative, and responsive supports and services	<ul> <li>Develop an evaluation strategy for all programs and services</li> <li>Develop a coordinated plan – Determine what information is currently gathered and what information is needed</li> <li>Review and revise all evaluation tools – e.g., satisfaction surveys, etc. Include a question about communications for staff, families, and people supported</li> </ul>	Year 1	<ul> <li># survey respondents         (i.e., response rates)</li> <li># of people         supported who         indicate they are         satisfied with         supports and services</li> <li># of families who         indicate they are         satisfied with         supports and services</li> <li># of staff who         indicate they are         better informed</li> </ul>	<ul> <li>Satisfaction surveys for all people who are supported in any of the accommodation supports were due to be completed by September 30<sup>th.</sup> We are currently in the process of summarizing the information and analyzing it at which time the information will be shared.</li> <li>Satisfaction survey forms and processes are currently being reviewed with a plan to update all surveys to improve the process going forward.</li> <li>March 2022</li> <li>Satisfaction surveys were completed using our "old" questionnaire. The plan will be to have a new process and to have the questions updated by the due date of Sept 2022.</li> <li>98% of people supported in Group Living responded – 70% indicated that they are satisfied with the supports and</li> </ul>

Strategy	Key Actions	Timeline	KPIs	
			(Outputs and Outcomes)	
			<ul> <li># of people supported who indicate they are better informed</li> <li># of families who indicate they are better informed</li> </ul>	services they are receiving. Only 13% of family members responded with 60% indicating that they are satisfied with the supports and services that their family member is receiving. The most common issue identified had to do with how the person spends their day – which has been significantly impacted by COVID-19 this year. The second biggest issue had to do with dissatisfaction with the people that their family member is living with.  • 76% of people supported in SIL responded. 100% indicated that they were satisfied with the supports and services they are receiving. Only 13% of families participated in providing feedback. Those that did, all indicated that they are satisfied with the services that their loved one is receiving.

Priority: Sustainability

**Goal:** To expand organizational resources

Strategy	Key Actions	Timeline	KPIs (Outputs and Outcomes)	
Diversify WDDS' revenue streams	Develop a fund development plan for the agency  Explore questions such as: For what needs/initiatives do we need to raise monies? How will we do that?  Identify potential donors and sponsors	Year 1	<ul> <li># potential donors and sponsors identified</li> <li># grant applications</li> <li># successful grant applications</li> </ul>	<ul> <li>Respite services has been identified as a priority for fundraising initiatives</li> <li>March 2022</li> <li>The new Communications Coordinator/Fund Developer is in the process of developing a plan moving forward.</li> <li>WDDS was successful with receiving 3 separate Grants during the fiscal period.</li> <li>September 2022</li> <li>A Fundraising Plan has been developed</li> <li>The Fund Development and Communication Coordinator has attended Webinars to increase her knowledge in regards to fundraising initiatives</li> <li>The On-Line Auction is scheduled to take place in November</li> <li>Respite has been identified as a focus for fundraising initiatives.</li> </ul>
	Develop communication plan to build organizational profile in the community:	Year 1		Communication plan to be developed

Strategy	Key Actions	Timeline	KPIs (Outputs and Outcomes)	
	<ul> <li>Identify and communicate our need as an organization (i.e., linking donation campaign to a specific initiative), including developing a compelling story for the need and how donation makes an impact</li> <li>Communicate good news stories about WDDS' programs, services, and impact</li> </ul>			The new Communication Coordinator/Fund Developer is in the process of working on developing a communication plan. September 2022  A Communication plan has been developed. Key action items that have been completed or are in the process of being completed within the next three months include:  Implementing a quarterly Agency Newsletter  Develop a press kit  Provide Information nights and workshops for families and people supported within the agency  Highlight WDDS Media Platforms with families, staff, Board of Directors and peoples supported  Develop a marketing plan  Send information out to all staff to welcome/introduce new employees and to celebrate those that are retiring  Send information out to staff to introduce new people to service and to celebrate achievements.

## Year 2

**Priority:** Community

**Goal:** To enhance relationships with families, partners, and community

Strategy	Key Actions	Timeline	KPIs (Outputs and Outcomes)	
Strengthen WDDS' community presence and profile	<ul> <li>Community Tables:         <ul> <li>Identify and select which community tables we want to sit on (e.g., accessibility table, volunteer table, mental health, Business After 5, etc.)</li> </ul> </li> <li>Determine if an additional community table is needed: Local needs? Gaps? Purpose?</li> </ul>	Year 2	<ul> <li># of social media followers</li> <li># of community presentations</li> </ul>	<ul> <li>September 2022</li> <li>Over the past 6 months, WDDS has joined 2 new community tables bringing our representation on community committees up to 19. The Family Support Worker is now sitting on the Oxford FASD Community of Practice as well as the Southwest Autism Network.</li> <li>We continue to look for new opportunities for WDDS to become more involved with community tables.</li> </ul>
	Identify and select community events to attend (e.g., job fairs, wellness fair, community socials, etc.)	Year 2		<ul> <li>September 2022</li> <li>WDDS has been involved with 5 community presentations.</li> <li>This included 2 Career Expos/Fairs, as well as presentations</li> </ul>

Strategy	Key Actions	Timeline	KPIs	
Build new relationships and deepen relationships with existing community partners	Community Presentations:	Year 2 Year 2	<ul> <li># of relationships with community partners</li> </ul>	<ul> <li>specific to services (2 re: employment and 1 to the Police Department in regards to the needs of people we support).</li> <li>As in-person activities continue to increase, events to promote WDDS supports and services will continue to be identified.</li> <li>September 2022</li> <li>The most appropriate person to be responsible for the presentation will depend on the content of the presentation itself i.e. the manager and employees in Employment speak to the services that they provide, the Manager and Director that oversee the Behavioural Supports Committee presented to the police and the Communication and Fund Developer has represented WDDS at the Career Expos.</li> <li>September 2022</li> <li>WDDS has developed 4 new community partnerships bringing the number of Community Partners up to 87. WDDS is currently working with the Ministry of Health, Good Looking Lawncare and Soulful Spoon. WDDS has also</li> </ul>
				joined the Non-Profit Organization – 100 Women Who Care Oxford. We continue to explore opportunities to develop new relationships while continuing to strengthen existing relationships.  • WDDS will be working closely with RSA to participate in an ongoing research project with Brock University to evaluate the effectiveness of the Community Capacity Development Initiative (CCDI) at increasing community capacity to respond to the complex needs of adults with intellectual disabilities in the community and to recommend future changes for improvement
	Sponsor new appreciation events for community partners – e.g., breakfasts, open house events, community partners invited to (internal) lunch and learn events	Year 2		September 2022     Due to COVID-19 we have not had the opportunity to sponsor new appreciation events however, we will continue to look for ways to implement these events as restrictions continue to be lifted.
Engage families and care providers	Offer quarterly information nights for families (e.g., family services, ODSP, transitional-aged youth, legal issues, mental health, etc.)	Year 2	# of family members attending information nights,	<ul> <li>September 2022</li> <li>Feedback from families has been solicited through the satisfaction survey platform. The information will be used</li> </ul>

Strategy	Key Actions	Timeline	KPIs	
	Facilitate family workshops:  Topics relevant to families, e.g., transition planning from high school, how passport funding works, planned giving/wills  Community partners could lead  Could be held in conjunction with	workshops, open houses  # of families who indicate they are satisfied (as measured by exit/follow up so families, e.g., transition gh school, how passport lanned giving/wills	houses  # of families who indicate they are satisfied (as measured by exit/follow up	to determine what people are looking for and what topics people are wanting more information on.  In the meantime, information has been shared through email and social media in regards to training topics that may be of interest to families and caregivers.  September 2022  As mentioned above, we are currently gathering information from families to determine exactly what is of interest to them in regards to topics/agenda items.
	information nights  Host annual open house events for families (as	Year 2	-	September 2022
	well as community members and community partners)	Tedi Z		<ul> <li>Due to COVID-19, this has not occurred. As a service provider funded by MCCSS we are still limited to number of people who can attend an event, masking, testing and screening requirements. We will continue to explore options as restrictions are lifted.</li> </ul>

**Priority:** Organizational Culture

Goal: To be an organization of choice

Strategy	Key Actions	Timeline	KPIs (Outputs and Outcomes)	
Ensure continuity of leaders through succession planning	<ul> <li>Develop training for supervisors and managers</li> <li>Design and delivery of training</li> <li>Evaluate training</li> <li>Coordinated support for transfer of training back to the work environment (e.g., meetings with supervisor/manager, peer presentations, communities of practices, etc.)</li> </ul>	Year 2	# people identified as potential future leaders	<ul> <li>September 2022</li> <li>20 Members of the leadership team have started         Collaborative Performance Management Training and         Creating a Learning Organization Training with Nexus         Human Capital.</li> <li>The training speaks to employee engagement, service         excellence and creating effective new metrics to evaluate         organizational effectiveness. In reviewing the Ministry's         Journey to Belonging, which outlines the plan for sector-         wide transformation, it will be important for WDDS to         respond effectively. This training will provide the         Leadership team with the tools required to create a</li> </ul>

Strategy	Key Actions	Timeline	KPIs (Outputs and Outcomes)	
			(Outputs and Outcomes)	learning organization. WDDS will be able to meet the following criteria:  Focus on defining and delivering service excellence for people being supported as well as a recognition of the employee experience and becoming/remaining an employer of choice  We will be able to answer the question "How do we know that what we're doing is having a positive impact in the lives of people we support?"  Account for actions/service delivery that is within employees or WDDS's control vs. variables beyond our control  Provide evidence toward responding to the question "Why would someone choose WDDS as their service provider of choice?"  Be aligned with knowledge sharing/transfer with colleagues, onboarding and with performance management practices including the use of Growth Portfolios/Career Plans  Provide opportunities for action research, innovation and sharing best practices across the sector  Incorporate principles of Just Enough Support  Utilize the creation of a dashboard with indicators linked to strategic goals and agency-wide performance  Focus on continuous improvement  Not to take away from the unique and subjective experiences of people being supported  WDDS continues to be involved with the sector-wide DS Workforce Initiative which includes Operational Leadership training. One Supervisor participated in the pilot group and is working with the committee to potentially plan for training to be shared across the sector.
Improve communication with employees, families, and people supported	Survey employees, re: feedback on past  Conversations that Matter series + anticipated future needs	Year 2	# of social media followers	September 2022     Two "Conversations that Matter" sessions have occurred with the topic of Employee Engagement being the focus. Solution focussed discussions occurred with 16 DSPs to

Strategy	Key Actions	Timeline	KPIs	
	Host virtual quarterly staff meetings to communicate about changes in the organization, upcoming events, presentations about different aspects of the organization + open mic  Plan format for virtual staff meetings  Zoom meeting that is videotaped and uploaded to private YouTube channel  Zoom moderator to handle questions through chat, etc.  Can also invite families + people supported  Implement structured plan for these meetings	Year 2	# of social media posts     # staff who indicate they are better informed     # families who indicate they are better informed     # people supported who indicate they are better informed	<ul> <li>explore strengths, weaknesses and suggestions for improvement.</li> <li>3 sessions are scheduled to occur with the Leadership team in October to review and explore this topic further.</li> <li>A meeting is set up for the end of October with two family members to discuss how to improve communication with families as well as to discuss a plan to implement family meetings.</li> <li>Since April 1st - 15 e-mails have been sent to families in regards to resources available to them. This information is specific to families whose loved ones still live at home and cover a wide variety of topics for caregivers which includes information on caregiver self-care, DSO presentations for planning for the future in regards to housing etc.</li> <li>September 2022</li> <li>At this point we have not been able to implement virtual all staff meetings. The hope would be that we can begin to host in-person events again soon. Staffing shortages have made it extremely difficult to backfill team members ensuring that adequate supports are in place for people supported.</li> <li>Team meeting agendas are shared to ensure all teams are receiving the same information in regards to changes, upcoming events, committee work etc.</li> <li>Regular updates are sent to all staff via e-mail and the website provides information in regards to news and events, training and workshops, as well as the latest information regarding COVID-19 directives.</li> <li>We are currently in the very early stages of planning a "newsletter" type correspondence to improve communication with all key stakeholders.</li> </ul>
	Develop virtual resource video library explaining about different aspects of WDDS (e.g., where to find X, how to do Y, who does what, etc.)  Can also be used for onboarding and communicating with families and people supported  Project planning and budget development	Year 2		September 2022  The senior leadership team is reviewing the need for this resource and trying to determine if there is a better way to use our existing Website and Database technology to share information.

Strategy	Key Actions	Timeline	KPIs	
Strategy  Strengthen recruitment strategies	Develop some videos with external resource  Develop a relationship with Program Advisory Committees of local colleges to help inform program development and what is needed onthe-job	Year 2	<ul> <li># of applicants interviewed</li> <li># applicants who are hired</li> <li># new hires retained beyond three months</li> <li># new hires retained beyond 12 months</li> </ul>	<ul> <li>September 2022</li> <li>WDDS continues to be involved in the sector wide DS         Workforce Initiative. A marketing strategy is currently         being developed for agencies to use to recruit and attract         potential employees.</li> <li>WDDS continues to work with Colleges to offer student         placements. This provides the opportunity to keep up to         date in regards to what is covered in the program and the         ability to offer informed feedback to instructors at the         colleges.</li> </ul>
				<ul> <li>WDDS has hired 5 employees who started with the organization as students on school placements.</li> <li>41 people have been hired since April 1, 2022. 33 of these people are still employed as of September 30. 13 of these staff members were referred by current employees.</li> </ul>

**Priority:** Service Excellence **Goal:** To provide

Goal: To provide quality, innovative, and responsive supports and services

Strategy	Key Actions	Timeline	KPIs (Outputs and Outcomes)	
Explore diverse housing models	Research alternative housing models, including ways to leverage technology to support people differently	Year 2	<ul> <li># young people (aged 18-29) coming into service</li> <li># properties researched</li> <li># housing spaces offered</li> <li># people in individualized housing units</li> </ul>	<ul> <li>September 2022</li> <li>4 people between the ages of 18-29 have come into service since April 1, 2022.</li> <li>A Technology committee has been developed to explore ways in which we can leverage technology to support people differently. They have been attending workshops and have joined a Community of Practice to learn from others.</li> <li>1 staff member attended a presentation from another organization that has implemented a "Tiny Homes" strategy to address housing issues.</li> </ul>
Develop individualized supports for people with complex needs	Explore building a multi-sensory room/space, including opportunities for sponsorship and community partnerships	Year 2	# staff attending training specific to individualized needs	<ul> <li>September 2022</li> <li>WDDS continues to make it a priority to provide training to DSPs to ensure that they are trained to support people with complex needs.</li> </ul>

Strategy	Key Actions	Timeline	KPIs (Outputs and Outcomes)	
	<ul> <li>Conduct needs assessment for local community</li> <li>Research associated costs and model options, including learning from other organizations who have developed these spaces</li> <li>If proceeding, identify potential community partners and sponsors</li> </ul>		<ul> <li># people referred to the Behavioural Supports Committee</li> <li># people referred to RSA</li> </ul>	<ul> <li>Since the beginning of April 2022, 38 staff have attended training sessions specific to supporting people with challenging behaviour, 23 have attended training specific to individualized complex needs and 14 have attended training to increase capacity to support individualized training.</li> <li>Due to COVID-19 and the fact that WDDS' day programs are not yet running at full capacity the focus has been on how to increase those services – we have not yet begun to explore the possibility of building a multi-sensory space. As the restrictions continue to be lifted this is something we can explore when it makes sense.</li> </ul>
Assess WDDS' programs and services to ensure quality, innovative, and responsive supports and services	Develop an evaluation strategy for all programs and services  Implement evaluation plan and gather data (Year 2)  Establish baseline metrics from gathered data (Year 2)	Year 2	<ul> <li># survey respondents         (i.e., response rates)</li> <li># of people         supported who         indicate they are         satisfied with         supports and services</li> <li># of families who         indicate they are         satisfied with         supports and services</li> <li># of staff who         indicate they are         better informed</li> <li># of people         supported who         indicate they are         better informed</li> <li># of families who         indicate they are         better informed</li> </ul>	September 2022  Satisfaction surveys went out to families and people supported this month. The data will be summarized and shared once the surveys are completed.  September 2022  Satisfaction surveys went out to families and people supported this month. The data will be summarized and shared once the surveys are completed.

**Priority:** Sustainability

**Goal:** To expand organizational resources

Strategy	Key Actions	Timeline	KPIs (Outputs and Outcomes)	
Explore diverse funding models	Research alternative funding models (e.g., planned giving)	Year 2	# funding models     researched	<ul> <li>September 2022</li> <li>This will be the focus over the next 6 months. Although some preliminary discussions are happening it is much too soon to report any progress in this area.</li> </ul>
Diversify WDDS' revenue streams	Expand grant-writing initiatives	Year 2	<ul> <li># potential donors and sponsors identified</li> <li># grant applications</li> <li># successful grant applications</li> </ul>	September 2022     The Fund Development and Communication Coordinator is currently exploring potential opportunities for grant applications.

### Year 3

Priority: Community

Goal: To enhance relationships with families, partners, and community

Strategy	Key Actions	Timeline	KPIs	
			(Outputs and Outcomes)	
Strengthen WDDS' community	Community Presentations:	Year 3	# of social media	•
presence and profile	<ul> <li>Develop and provide presentations for</li> </ul>		followers	
	community groups and partners (e.g.,		# of community	
	Fanshawe, King's)		presentations	

Priority: Organizational Culture
Goal: To be an organization of choice

Strategy	Key Actions	Timeline	KPIs	
			(Outputs and Outcomes)	
Support ongoing professional	Conduct program evaluation of all training	Year 3	<ul> <li># staff who attend PD</li> </ul>	•
development	programs		activities	
Improve communication with	Develop virtual resource video library explaining	Year 3	<ul> <li># of social media</li> </ul>	•
employees, families, and people	about different aspects of WDDS (e.g., where to		followers	
supported	find X, how to do Y, who does what, etc.)		<ul> <li># of social media</li> </ul>	
	Develop further videos to expand library		posts	

Strategy	Key Actions	Timeline	KPIs	
			(Outputs and Outcomes)	
	Project review; determine what updates are		<ul> <li># staff who indicate</li> </ul>	
	needed		they are better	
			informed	
			<ul> <li># families who</li> </ul>	
			indicate they are	
			better informed	
			<ul> <li># people supported</li> </ul>	
			who indicate they	
			are better informed	
Strengthen employee engagement	Conduct employee satisfaction and engagement	Year 3	# staff attending	•
	survey, including comparative analysis with		agency events	
	previous findings		<ul> <li># staff submitting</li> </ul>	
			stories for <i>Joy Job</i>	

**Priority:** Service Excellence **Goal:** To provide To provide quality, innovative, and responsive supports and services

Strategy	Key Actions	Timeline	KPIs (Outputs and Outcomes)	
Assess WDDS' programs and services to ensure quality, innovative, and responsive supports and services	Develop an evaluation strategy for all programs and services  • Share information across programs and planning to ensure coordinated responses  Conduct program evaluation of all programs  In preparation for new strategic planning process, assess all strategies and initiatives of current strategic plan	Year 3 Year 3 Year 3	<ul> <li># survey respondents         (i.e., response rates)</li> <li># of people         supported who         indicate they are         satisfied with         supports and services</li> <li># of families who         indicate they are         satisfied with         supports and services</li> <li># of staff who         indicate they are         better informed</li> <li># of people         supported who         indicate they are         better informed</li> </ul>	

Strategy	Key Actions	Timeline	KPIs	
			(Outputs and Outcomes)	
			# of families who	
			indicate they are	
			better informed	

**Priority:** Sustainability

Goal: To expand organizational resources

Strategy	Key Actions	Timeline	KPIs
			(Outputs and Outcomes)
N/A	No identified actions for this priority in Year 3		

Appendix A

**Community Tables** 

Thames Valley Enhanced Community Response
Thames Valley Enhanced Community Response Community of Practice
West Region Service Solution Implementation Task Group

Thames Valley Adult Developmental Service Provider Network Human Services and Justice Coordinating Committee South West Executive Directors Group South West Director's Group

Cultivating Community Wellness Developmental Services Workforce Initiative LAVA

ORN (Oxford Respite Network)
Tay-CR Steering Committee (Transitional Age Youth - Coordinated Response)
CPRI Oxford Protocol
Family Support Professionals of Ontario

Woodstock Chamber of Commerce - Diversity and Inclusion Committee OWIN ODEN (Ontario Disability Employment Network)

Oxford FASD Community of Practice

### Appendix B

Alzheimer Society	Habitual Chocolate	Southgate Centre
Aramark	Huron Park Church	Southside Aquatic Centre
Bank of Montreal	Indwell	Swiss Chale
Bruce McLenan - Insolvency Trustee	Ingersoll Senior's Centre	Symons Wearn and Smith
Burger King	ISSI	TA Travel Centre

**C&D** Lanes IPC Tandoori Knoights Canadian Tire Ingersoll Iron Monkey Martial Arts Tara Properties Capsule Factory Jax Juncle **Thames Memorial** CAS Knox Presbyterian Church Thames Valley District School Board Tim Hortons Childinu LHIN Toyota **Christian Horizons** London Catholic Districk School Board **Trillium Foundation** City of Woodstock Madizen Yoga MCCSS CMHA TVCC Community Living Tillsonburg Missions Two Men and a Whisk Vance Construction **Movement Church** Contrans Verdant Traps OASIS Cowan Insurance VON OCAR CPRI Wellkin **Creative Team Solutions** Operation Sharing - Bullwinkles Woodstock - Oxford Rotary Club Operation Sharing - The Inn CSCN Woodstock Art Gallery DSO Oxford Community Health Centre Woodstock Fire Department **East Side Marios** Oxfored Community Foundation **Woodstock Paramedics** Easy Way Passport Woodstock Police Department PGT Faithway Baptist Chruch **Woodstock Special Olympics** Fanshawe ResQTech **Flooring Creations** Woodstock Taekwondo River of Life Church **Food Basics** YMCA Royal Bank **Giant Tiger** RSA Goodwill Salvation Army **Green House Academy** Salvation Army Ingersoll Habitat for Humanity Restore SBM Property Maintenance Harry Foster