



Developed with assistance from CMCS Consulting Services

# strategic operations plan 2018 to 2021

Draft 3 – May 23, 2018



e3  
community  
services



# ABOUT THE PLAN

This strategic plan was developed in early 2018. Its purpose is to make E3 an even better service organization.

The plan was built on the input of the people who know E3 best. That includes persons served by E3, their families, staff, management and administration and the Board of Directors.

Input was gathered in two ways: through an electronic survey and through a series of focus groups.

There were 182 responses to the survey of E3's stakeholders. Of those who identified themselves, 16 said they were family members, 136 were staff, 13 were from management and administration and 9 were members of the Board of Directors. Seven focus groups were held involving a total of 72 people. Participating were 15 people served, 6 family members, 39 staff, 9 managers and 3 senior managers.

Once the input was received, CMCS Consulting Services of Oshawa, the firm hired to facilitate the planning process, consolidated all the information, documented the issues and ideas contributed by the stakeholders and produced the first draft of strategic directions and goals.

These were put in front of the senior management team, which critiqued the draft and discussed changes needed. CMCS then produced a second draft, which it took back to the senior management team. This process continued until a final version was produced.

The pages that follow include:

- Stakeholders' views of E3 as it is today.
- Strategic directions and goals.
- Implementation and communication.
- E3 in 2021.
- Appendix – Suggestions for Change.



# E3 TODAY

The starting point for the strategic plan was describing E3 as it existed at the beginning of 2018, identifying E3's strengths then areas that might be added to or changed. This examination began with E3's mission then moved on to its services. Also reviewed were other aspects of the organization including staffing, facilities, management and administration and the Board of Directors.

## 1. MISSION

An organization's mission describes the actions it will undertake for achieving its vision. E3's mission statement reads: *We strive to Educate, Enable and Empower our persons served, our staff and our community*". This means E3 is committed to three actions: *educating, enabling and empowering*, and undertakes those actions to benefit three groups of people: *persons served, staff and community*.

### FAMILIARITY WITH THE MISSION

The stakeholder survey confirmed that almost all respondents (96%) were familiar or very familiar with its mission.

Survey participants commented on what they liked about the mission, adding: *"the company and what it stands for"*, *"the feeling that we are all working for a common goal"*, *"the improvement of the lives of people living with developmental challenges"*, *"bringing the community together"* and *"seeing E3's work recognized"*.

There were limited comments about the mission in the focus groups. One staff member noted that the reason she came to E3 was because of the mission statement.

### FULFILLING THE MISSION

The survey also revealed that a significantly smaller number of respondents (60%) felt E3 was able to fulfill its mission all the time or most of the time. Reasons for that smaller number included:

- Insufficient staff to make it a reality for people supported;
- Decisions about people supported are being made by others;
- Staff are doing things for people supported rather than educating and empowering people; supported on doing them themselves.

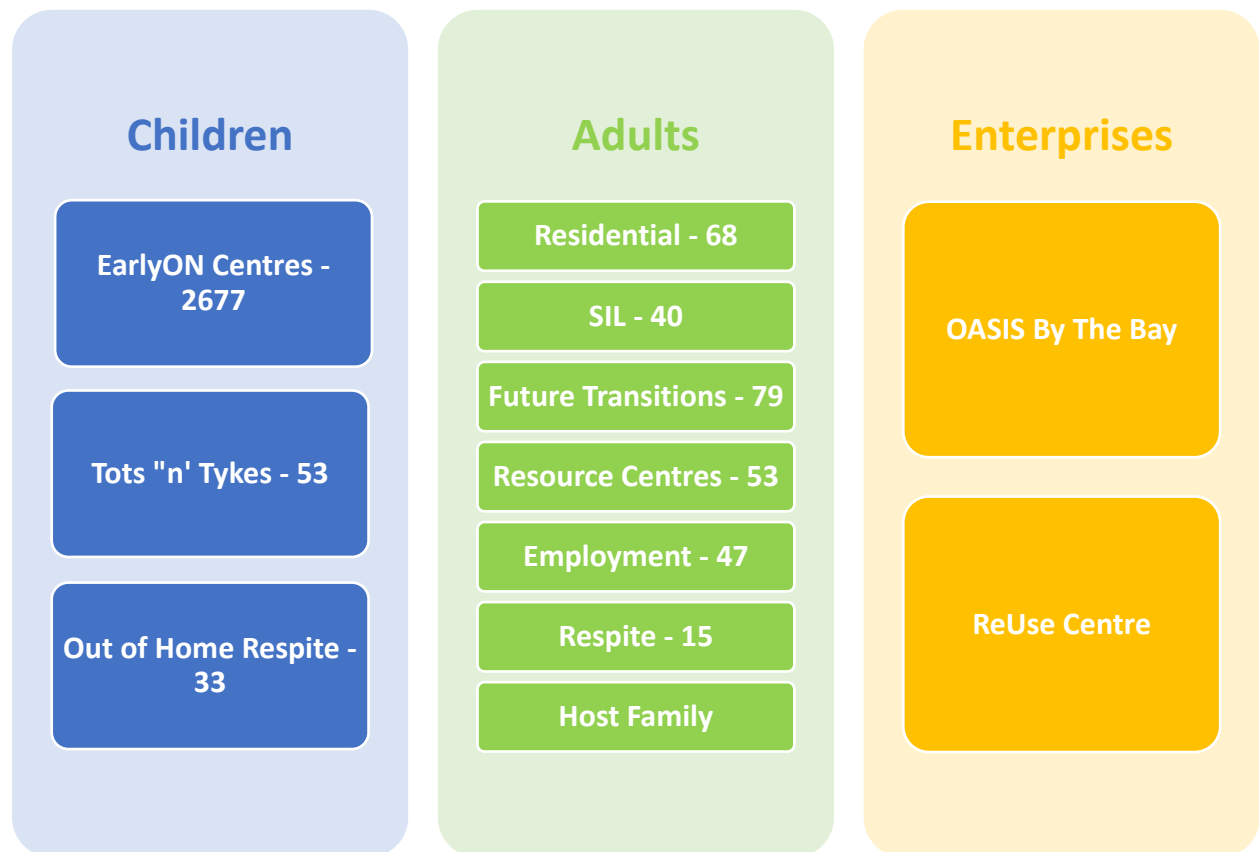
- Insufficient staff training;
- Lack of community education.

## CHANGING THE MISSION

Only a few respondents (12%) felt E3’s mission should change. Most comments in this section of the survey centred on the need to better fulfill the current mission rather than change it.

## 2. SERVICES

E3 offers a wide range of services, as set out in the chart below accompanied by the number of people utilizing each. Along with its counterparts in the rest of Simcoe County, E3 is one of the few developmental service organizations that provides services to children as well as adults.



## WHAT STAKEHOLDERS LIKE ABOUT E3'S SERVICES

In the survey and the focus groups, stakeholders were also asked what they liked about E3. Many responses centred on the people served by E3, the staff and the management group. Some staff referenced the work environment and being part of a team. One response noted the special care provided to his family member. Another commented on the quality of the residential locations. The range of services was referenced along with the commitment to supporting people to be part of the community.

In their final comments, respondents added additional input. One family attributed their family member's successes in life and as a citizen of Canada to the programs and personnel connected to E3. Another noted that their family member was happy and that was all that mattered. A third respondent referenced the respect shown by staff and senior managements for E3's clients and strong community support.

Each focus group was given the opportunity to identify what it liked about E3 and its services and clientele.

- E3 staff said it was the people they supported and the activities they helped them engage in. One staff member took special pleasure in seeing people do things for the first time, like camping or travelling by plane.
- A family was impressed with the communication it received regarding what was happening in the program areas.
- Management referenced the range of programs offered.
- Senior management team members noted that they liked the important role E3 played in the lives of the people supported and in the community.

Individuals supported by E3 indicated they were involved in a range of programs and services. They lived in group homes, apartments and with their families. In addition to looking after their homes, during the day they were involved in activities sponsored by E3 and the broader community, including: Life Skills, Breaking Down Barriers, Friendship Café, Adult Learning Centre, library, church (and church dinners), curling, hang gliding, movies and fitness. Trips away from Collingwood included camping and going to the theatre in Toronto. Some were looking for a job with help from E3. They said they met monthly with E3 staff for their resource visits, where they talk about what they did last month and their plans for the next. Once a year there was a big resource visit which included discussion of longer term goals like moving out on their own. They liked the support they got from E3 staff.

Stakeholder comments about the various individual services included:

### ADULT RESPITE

- A great service for families in need

### CHILDREN'S OUT OF HOME RESPITE

- Amazing service
- Very reasonable cost

### EARLYON CHILD AND FAMILY CENTRES

- Great place for families to visit and for community to go for resources and advice
- Provides services and supports to many communities

- Imperative that parents have a place to take their children to play, but also to assess their developmental level
- Staff don't always get credit for the hard work they do

### **EMPLOYMENT SERVICES**

- The program is a great idea and the Jobpath is great if clients are dedicated enough to go
- Glad to see the changes although we are going back to what we did in the past
- Introduction to Jobpath Pre-employment course is a step in the right direction

### **FUTURE TRANSITIONS**

- Probably the most valuable, but underfunded, service within our association
- Transitions within E3 are positive

### **OASIS BY THE BAY**

- Great to bring in extra money for the organization
- Staff do an amazing job to assist guests and offer a number of interesting experiences for them
- Great vacation destination for not only the individual's that E3 supports but for other agencies

### **RESIDENTIAL ACCOMMODATIONS**

- Front line workers are very important asset to E3 and clients; staff work very hard to better the lives of the clients
- Do a great job with taking care of the people; there is great compassion.
- The group homes for the most part are fairly clean
- Nice, clean homes in caring environments

### **RESOURCE CENTRES**

- Wasaga Beach location has busy days and seems to accomplish a lot
- Great place for individuals to socialize and to benefit from physio/exercise rooms

### **REUSE CENTRE**

- Like shopping at ReUse
- Provides a beneficial service to our community as well as the people we support as it is geared to assist those with lower income; also offers work opportunities/experiences for the people we support
- Staff are also very friendly, knowledgeable, patient and friendly
- Site in Collingwood is good and is used by the community regularly; helps keep items out of landfill sites

### **SUPPORTED INDEPENDENT LIVING**

- Like the concept of this program
- Staff do an amazing job

### **TOTS 'N' TYKES CHILDCARE CENTRE**

- A great bridge from children services to adult services if necessary
- A needed service in Collingwood

## RECOMMENDING E3 SERVICES TO FAMILIES

In a vote of confidence for E3, most stakeholders who responded to the survey (82%) would recommend E3 as the preferred option for families seeking services for a family member who had an intellectual disability.

# 3. STAFFING

E3 is a major employer in Collingwood and area, with two hundred and sixty-two people working at its various locations.

## WHAT STAKEHOLDERS LIKE ABOUT E3'S STAFFING

The survey and the focus groups contained many references to things stakeholders like about E3's staff and staffing-related elements of E3.

A large number of responses used words and phrases like "great staff", "amazing staff", "dedicated", "exceptional", "committed", "caring" and "kind".

Within the staff group, positives identified included:

- Love my job
- Staff have a variety of backgrounds
- Supportive co-workers
- Family-friendly management team
- Working at variety of locations
- Excellent team-work
- Supportive supervisors/managers
- Good benefits, vacation time

Said one staff member: *"Every day is a new day and every day you learn something new but that something new may be something that might happen again in the future and you then learn more from that situation. I like how organized e3 is and if you ever need anything there is always someone there to help with the situation."*

Added a family member: *"I really like the staff and how they really do follow the mission statement. It's an incredible place and everyone always makes you feel welcome and that your child is worth their time and energy. My children would not be where they are without them..... I'm very grateful. Thank you Collingwood E3."*

## 4. Management and Administration

### WHAT STAKEHOLDERS LIKE ABOUT E3'S MANAGEMENT & ADMINISTRATION

The stakeholders who provided survey input or participated in the focus groups identified a range of positives about how E3 was managed and administered:

- Family-orientated
- Welcoming environment
- Staff treated well
- Accessible, open door policy
- Very understanding re personal situations, emergencies
- Want to improve and make things better and are taking steps in that direction
- Ideas for improvement are listened to
- Advice given freely to assist in addressing issues (act as resource to staff)
- Willing to accommodate; feel supported by supervisor in crisis
- Opportunity for training
- Office staff are exceptional

Helpful observations included:

- "I like that supervisors take the time to check in on staff at the end of the day. I like how supervisors/managers are very helpful and supportive when staff have other things in person life going on at that moment and support mental health in staff. It is important to make sure staff are capable of working for the benefits of our clients."
- "I have a really good manager who listens and is willing to accommodate any schedule changes needed for personal concerns and issues."
- "No matter the kind of day I am having I feel supported."





# STRATEGIC DIRECTIONS

From all the input provided, the following key directions emerged:



Each direction is set out on the following pages, accompanied by goals that when achieved, will help to reach them.

## STRATEGIC DIRECTION 1

# RESHAPE E3 INTO AN EMPLOYER OF CHOICE

In their input to this plan, E3 staff members complimented E3 on accommodating the personal needs of individual employees and on the benefits it offers such as vacation time. They also identified areas for improvement, especially related to the need for more supportive human resource services, more full-time positions and pay increases. This direction is intended to move E3 towards being an employer of choice.

### Goal 1:

E3 employees are well supported by human resource services that has an effective structure, defined roles and clear policies and practices.

### Goal 2:

Employees' professional growth and motivation is nurtured through the enhancement of management's HR-related skills, tools and performance.

### Goal 3:

E3 employees are re-energized and re-engaged by steps undertaken to address a range of staff-related issues including:

- Converting part-time positions to full-time;
- Wage increases;
- Offering a more inclusive benefits program;
- Enhancing communication;
- Increasing acknowledgement of staff and their work on behalf of organization.

### Goal 4:

All program areas are appropriately staffed in order to achieve their objectives. (The right people with the right skills and training are in the right jobs at the right times.)

## STRATEGIC DIRECTION 2

# EMBRACE INNOVATIVE, INCLUSIVE AND RESPONSIVE SERVICE OPTIONS

E3 is a service organization. As such, it is always striving to enhance and add to those services. Direction 2 identifies a number of ways to reach that goal, starting with the mission-driven action of making it possible for people served by E3 to increase their involvement with their community. Other objectives include promoting a healthy lifestyle, improving the compatibility of people living together, investigating new housing options and adding to the number of people E3 supports.

### **Goal 1:**

People receiving support are engaged in more social, recreational, educational and vocational activities of their choosing, including on evenings and weekends.

### **Goal 2:**

Strategies and resources are in place to assist persons served to embrace and enjoy a healthy lifestyle.

### **Goal 3:**

People receiving residential support from E3 are benefitting from improvements that enhance fit with one's room-mates and are exercising more choice with regard to where and with whom to live.

### **Goal 4:**

E3 is actively engaged in seeking out new approaches to housing that meet the unique needs of the people it serves.

### **Goal 5:**

E3 is well-positioned to respond to provincially-driven changes in children's services and take a leadership role in the region.

### **Goal 6:**

E3 is serving more people, including transitional age youth and those with Passport funding.

### **Goal 7:**

E3 has capacity to facilitate aging in place.

## STRATEGIC DIRECTION 3

# PASSIONATELY PURSUE OUR MISSION

E3's mission is to *"Educate, Enable and Empower our persons served, our staff and our community"*. In working towards fulfilling it, and in addition to what it will do in the other directions set out in this plan, E3 will increase its profile and engagement with the broader community, keeping its mission front and centre as a test of all initiatives.

**Goal 1:**

E3's profile and engagement with broader community is enhanced.

**Goal 2:**

E3 collaborates with like-minded partners to address pressing and emerging needs in our communities.

**Goal 3:**

All initiatives are tested against E3's mission to ensure that resources are directed to their most effective purpose, with particular emphasis on those that increase community involvement.

**Goal 4:**

People served by E3 feel listened to and their voices are heard and validated on a day-to-day basis.

## STRATEGIC DIRECTION 4

# REVITALIZE ORGANIZATIONAL LEADERSHIP

E3 has a new senior management team with a new approach to leadership. That approach includes being open and accessible, inviting input to planning, ensuring staff are well-supported and providing them with leadership opportunities. This direction is about putting the senior management team's new approach into practice.

### **Goal 1:**

E3's new open, accessible and collaborative "leadership for all" style is understood and exercised throughout the organization, with employees being supported to lead, make decisions, enact positive change and problem-solve.

### **Goal 2:**

Employees at all levels of the organization play a role in developing and delivering on plans.

### **Goal 3:**

Management has access to training that adds to team members' skills and job performance.

### **Goal 4:**

Employees in residential settings are well-supported, coached and encouraged to make decisions within the scope of their work.

### **Goal 5:**

A program is in place to develop leadership skills among front line staff and to prepare them for moving into management positions as those positions become available.

## STRATEGIC DIRECTION 5

# RECOMMIT TO MISSION-DRIVEN ENTERPRISES

E3 is known for its entrepreneurial approach to service delivery that includes Tots 'n' Tykes, the ReUse Centre and Oasis on the Bay. This direction will build on that strength and address pressing issues related to its current ventures.

### **Goal 1:**

E3 has a clear set of standards that existing social enterprises and new ones must meet, including the degree of involvement of people supported in the enterprises and the identification of the purpose of additional funds generated.

### **Goal 2:**

An effective financial structure exists that separates and protects fundraised dollars and other revenues from transfer payment and other funding obligations.

### **Goal 3:**

A process is in place that facilitates the utilization of fundraised dollars and revenue from mission-driven enterprises for the purpose of making service enhancements and/or expansions that address identified pressure points and priorities.

### **Goal 4:**

By the end of this plan in 2021, E3, in collaboration with community partners, is operating at least one additional mission-driven enterprise that meets the above standards.



# IMPLEMENTATION & COMMUNICATION

Once the strategic plan is finalized, a multi-year implementation plan will be developed.

The implementation plan will include a description of steps to be taken, who will be responsible and when those steps will be completed. Communication with all stakeholder groups, especially staff, will be emphasized.

The Management Team will be responsible for implementing and communicating this plan. The Board of Directors will have its own strategic plan to implement. At the same time, it will assume responsibility for ensuring the Management Team completes the actions contained here.

A key element of communication will be updating everyone who contributed to the plan, linking their input to the contents, and then keeping them apprised of progress in implementing their ideas over the coming years.



# E3 in 2021

When the strategic plan has been completed in 2021, E3 will be different than it is today.

## STAFF

- E3 employees will be well supported by human resource services that has an effective structure, defined roles and clear policies and practices.
- Employees' professional growth and motivation will be nurtured through the enhancement of management's HR-related skills, tools and performance.
- E3 employees will be re-energized and re-engaged by steps undertaken to address a range of staff-related issues including:
  - Converting part-time positions to full-time;
  - Wage increases;
  - Offering a more inclusive benefits program;
  - Enhancing communication;
  - Increasing acknowledgement of staff and their work on behalf of organization.
- All program areas will be appropriately staffed in order to achieve their objectives.

## SERVICES

- People receiving support will be involved in more social, recreational, educational and vocational activities of their choosing, including on evenings and weekends.
- Strategies and resources will be in place to assist persons served to embrace and enjoy a healthy lifestyle.
- People receiving residential support from E3 will be benefitting from improvements that enhance fit with one's room-mates and are exercising more choice with regard to where and with whom to live.
- E3 will be actively seeking out new approaches to housing that meet the unique needs of the people it serves.
- E3 will be well-positioned to respond to provincially-driven changes in children's services and take a leadership role in the region.
- E3 will serve more people, including transitional age youth and those with Passport funding.
- E3 will have the capacity to facilitate aging in place.

## MISSION

- E3's will have a higher profile and be more engaged in the broader community.
- E3 will be collaborating with like-minded partners to address pressing and emerging needs in our communities.
- All initiatives will have been tested against E3's mission to ensure that resources are directed to their most effective purpose, with particular emphasis on those that increase community involvement.



- People served by E3 will feel they are listened to and that their voices are heard and validated on a day-to-day basis.

## LEADERSHIP

- E3's new open, accessible and collaborative "leadership for all" style will be understood and exercised throughout the organization, with employees being supported to lead, make decisions, enact positive change and problem-solve.
- Employees at all levels of the organization play a role in developing and delivering on plans.
- Management will have access to training that adds to team members' skills and job performance.
- Employees in residential settings will be well-supported, coached and encouraged to make decisions within the scope of their work.
- A program will be in place to develop leadership skills among front line staff and to prepare them for moving into management positions as those positions become available.

## MISSION-DRIVEN ENTERPRISES

- E3 will have a clear set of standards that existing social enterprises and new ones must meet, including the degree of involvement of people supported in the enterprises and the identification of the purpose of additional funds generated.
- An effective financial structure will exist that separates and protects fundraised dollars and other revenues from transfer payment and other funding obligations.
- A process will be in place that facilitates the utilization of fundraised dollars and revenue from mission-driven enterprises for the purpose of making service enhancements and/or expansions that address identified pressure points and priorities.
- By the end of this plan in 2021, E3, in collaboration with community partners, will operate at least one additional mission-driven enterprise that meets the above standards.



# APPENDIX

## SUGGESTIONS FOR CHANGE

The surveys and focus groups provided many suggestions for change. These covered E3's mission, services, staffing, facilities, management and administration, Board of Directors and partnerships / collaborations. The strategic directions noted contained in the plan were taken from these suggestions. The rest of the suggestions will remain with the management team and will be addressed as time and resources allow.

## 1. MISSION

E3's mission is to: *"Strive to Educate, Enable and Empower our persons served, our staff and our community"*.

A small number of stakeholders felt the mission statement needed change. Most indicated that it was fine as is, although some of those felt the organization could do more in terms of fulfilling it.

Issues identified included the fact that the broader public was not familiar with E3, who it serves and what it does, meaning E3 had not succeeded in educating the community. Key actions put forward to remedy the situation included increasing E3's efforts at community education. This could be accomplished through:

- Rebranding with a public relations plan to increase awareness and build community support;
- Sponsoring social events;
- Becoming a more diverse, innovative and engaged community partner; and/or
- Increasing E3's use of social media.

Many responses suggested the E3 could do more to educate, enable and empower the individuals it supports and its staff. Ideas for change in those areas are incorporated into the remainder of this section.

## 2. SERVICES

The surveys and focus groups yielded many proposed actions for changing or adding to E3's services.

### APPROACH TO GROWTH

Improving the planning process was highlighted by some respondents:

- Take a more considered approach to growth to ensure that all necessary resources are in place and E3 is not overtaxing an already stressed system, including planning for “ripple” or “domino” effects of that growth or training.

### NEW SERVICES

Many stakeholders put forward ideas for adding to E3's current set of services and clientele:

- Positioning E3 to provide individualized, community-based day services that younger families want for their family members, including those families receiving Passport funding or who could pay for the service;
- Responding to the needs of client groups that are growing in numbers such as those on the autism spectrum;
- Addressing need for respite for youth and adults, including through the provision of in-home respite;
- Offering case management services;
- Creating the capacity to offer clinical services;
- Supporting people to have lodging that is protected while they learn the skills required to live independently;
- Developing innovative housing options that are based on principles of integration, whereby people are supported to live independently within a supportive environment that isn't entirely made up of other service users or paid staff (e.g. with another young person who receives a reduced rent in return for being a 'helping' roommate);
- Developing more specialized housing options for people who are aging;
- More jobs for people served by E3 including through operation of social enterprises;
- Better supporting people who have complex medical needs and/or are aging, including through training staff in palliative care and through accessing assistance from other community care organizations.

### PROCESSES

In the surveys and the focus groups, participants made suggestions for improving processes related to service delivery:

- Addressing need to balance rights with responsibilities for people served by E3;
- Improving the intake process including information-gathering, especially for those people who will be using the safe bed (e.g. re behavioural triggers);
- Ensuring information is entered into ShareVision software;
- Clarifying and respecting the primacy of the wishes of people served when those conflict with the wishes of the family;

- Improving access to specialized services such as behaviour management and mental health;
- Addressing issue of rights of people served by creating a "client rights" committee.

## EXISTING SERVICES

A significant number of respondents identified ways existing services could be enhanced, as set out below.

### ADULT RESPITE

- Improving information available about people served so staff can provide effective service and ensure welfare and safety of all parties can be addressed.
- Ensuring fit between person wanting respite and people living in residential location so lifestyle is not impeded and person wanting respite is well-supported.
- Adding staff as needed to facilitate positive experience.
- Increasing number of spaces available and staffing, including.
- Creating dedicated location for adult respite and offering respite weekends.
- Improving response time to families wanting adult respite.

### CHILDREN'S OUT OF HOME RESPITE

- More spaces.
- A building of its own.
- Providing overnight respite.
- More hours of respite for each family.
- Avoiding the need to cancel the program due to lack of staffing.

### EMPLOYMENT SERVICES

- Showing community that people served by E3 are worth hiring by hiring them to work at E3 – e.g. reception, shoveling walkways, motel.
- Promoting working as an option for people served by E3.
- Focusing on teaching skills needed to obtain jobs through courses and training areas.
- Developing a stronger relationship within community and businesses.
- Making job development full-time role.

### FUTURE TRANSITIONS

- Providing more and better transitional support by increasing staffing.

### HOST FAMILY PROGRAM

- Putting more effort into obtaining home providers so E3 can offer more options and expand program.

### OASIS BY THE BAY

- Ensuring various roles (place to stay, resource centre, eSIL, revenue generator, training ground, employment provider) are fulfilled and compatible with E3's vision.
- Adding to staffing.

- Enhancing financial transparency.
- Making it possible for persons served to stay at an affordable cost.
- Using van for other E3 purposes.
- Investigating possibility of using OASIS as emergency bed for people we support.
- Ensuring appropriate maintenance and improvement.

## **RESIDENTIAL ACCOMMODATIONS**

- Adding to existing capacity by using existing resources in a different way in order to serve more people - e.g. creating additional living spaces within existing residential settings.
- Improving decision-making related to client movement including by inviting more staff input.
- Improving mix and fit of people served in each location.
- Adding to staffing including to increase community involvement of persons served and to reduce the use of temp agencies.
- Exploring ways to make it possible for staff in residential settings to spend more time assisting people to learn and practice life skills.
- Increasing structure and expectation for people served in residential settings.
- Increasing management presence.
- Reprising the role of senior counsellors in each residential location.
- Enhancing accessibility of E3's residential settings – e.g. replace existing multi-story locations with single-story homes.
- Ensuring appropriate upkeep of residential settings.
- Re-locating the safe bedroom so its use is not disruptive to people living there as full-time residents.
- Ensuring the existence of strong and enforced rules and code of conduct for staff.
- Addressing family concerns that include need for:
  - Increased training for new staff before they are left on their own, especially related to personal and medical care;
  - More information-sharing when regular staff are absent, especially when persons served are non-verbal.
- Considering family suggestion of reducing level of support for their family members so those receiving limited or no support can be provided with more.

## **RESOURCE CENTRES**

- Offering more day, evening and weekend activities (including life skills, recreational and wellness) that address large amount of free time many people served have and that engage them more in the community.
- Encouraging and supporting a healthy lifestyle, including helping them develop skills to do so.
- Closing the programming gap between locations.
- Ensuring each location is hot-spot for Educating, Enabling and Empowering.
- Ensuring existence of daily goals and plans for people served.
- Focusing on basic skills including personal hygiene.
- Adding staff as possible including summer students.
- Introducing volunteer program where people served could be paired with community volunteers with similar interests as a way of supporting the clients to explore and be part of

their community.

- Providing formal recreational program that encourages more active lifestyles and interactive programming so those who not attending Resource Centre programs or who are not yet working or volunteering have a schedule and have activities and community exposure and involvement.

### **REUSE CENTRE**

- Enhancing interior and merchandising so is more like upscale second-hand shop.
- Increasing opportunities for training and employment of people supported by E3.

### **SUPPORTED INDEPENDENT LIVING**

- Increasing the number of SIL spaces available.
- Ensuring participants meet the qualifications of the program.
- Finding ways to enhance participants' life skills – e.g. nutrition, safety, laundry, housekeeping.
- Exploring possibility of obtaining an apartment building within the community where participants could live with the help of full time staff who would be on site throughout the day and evening and who would give guidance, help in emergencies, administer medications etc.
- Returning the Oasis group home to a transitional home, where participants are taught to live on their own.
- Identifying ways to wrap the community around those in this program.
- Improve bridging program (ESIL) for the people coming into Supported Independent Living as well as those transitioning out.

### **TOTS 'N' TYKES CHILD CARE CENTRE**

- Improving leadership, direction and support from management.
- Enhancing compensation.
- Eliminating restrictions on which children can be served.
- Adding to services offered.
- Improving compensation.
- Enhancing community profile.

## 3. STAFFING

Most of the survey responses were provided by staff, which impacted the amount of commentary on staff-related issues. Five actions were proposed many times: converting part-time positions to full-time, providing a wage increase, making benefits available to part time and children’s services staff, enhancing communication and increasing the acknowledgement of staff and their work on behalf of the organization.

The following is a compilation of all the recommendations received as they relate to staff and staffing issues.

### **FULL TIME POSITIONS**

- Provide more full-time positions by combining part-time jobs.

### **PART TIME POSITIONS**

- Increasing number of hours for part-time positions along with ensuring consistency and regular scheduling of those hours.

### **ACKNOWLEDGEMENT**

- Significantly adding to the recognition of the contribution of staff to the work of the organization.

### **INPUT/COMMUNICATION**

- Adding to opportunities for input from staff to take advantage of their experience and unique perspective, including related to program changes and movement of people served.
- Providing more feedback on how their input was used.
- Improving communication of significant organizational developments and changes – e.g. movement of people supported, new people being served, projects being worked on that impact on staff.
- Increasing the number of staff meetings where information is shared.
- Ensuring communication flow between program areas.

### **COMPENSATION**

- Increasing wage rates after years of no raises.
- Providing benefits for part time staff and others not receiving them – e.g. children’s services staff.
- Finding other ways to address problems associated with usage of certain benefits rather than taking them away – e.g. sick days.
- Addressing inequities related to increases in minimum wage associated with Bill 148.
- Creating a consistent salary grid that address current inequities such as rates for night staff.
- Providing incentives including for special occasions, exemplary performance.
- Improving communication of changes to wages and benefits.

## **TRAINING & DEVELOPMENT**

- Improving training for staff that:
  - Enhances their ability to support people served by E3, including those with specialized needs such as autism spectrum disorders, fetal alcohol syndrome and behavioural challenges;
  - Allows them to better fulfill administrative duties in Residential Accommodations, including those related to record-keeping;
  - Builds skills and competencies beyond those related to providing direct care to enhance succession.
- Continuing to educate staff on mental illness, the importance of good mental health and dealing with it when situations arise with either people served or staff.
- Promoting further education for staff including participation in the Developmental Services apprenticeship program, attending seminars and conferences.
- Making it possible for staff to join committees and job shadow at other organizations.
- Enhancing medication administration through increased training especially for new staff and annual med testing.
- Providing training that includes staff from Tots 'N' Tykes.

## **NUMBER OF STAFF / AVAILABILITY**

- Adding to staffing, especially in residential settings – e.g. Mosley.
- Improving availability of staff to fill assigned shifts – e.g. night staff, respite.
- Addressing issues stemming from use of temp agency staff – e.g. what are they allowed to do, ensuring they are provided needed training.

## **RECRUITMENT & ORIENTATION**

- Improving speed of hiring process that includes provision of mandatory training.
- Ensuring candidates are clear on what job entails including assisting with personal care.
- Hiring more male staff.
- Revamping orientation process so it is quicker, easier and more effective, including by providing general aspects of training at head office and specific requirements on-site and by engaging other staff to help with process and support supervisors in their role.
- Reviewing qualifications required of applicants and adjusting them as needed to recruit best candidates.

## **SHIFT LENGTH**

- Eliminating 12-hour shifts or reduce number scheduled in succession.

## **SCHEDULING**

- Maintaining schedules for as long as possible to reduce impact of changes on staff's personal lives.
- Improving efficiency of scheduling department so shifts aren't missed because person didn't know they were on, so shifts are long enough to make them worthwhile filling.



## **WORK ENVIRONMENT / TEAMWORK**

- Identifying ways for all divisions to work together as a unified team for the benefit of the organization.
- Identifying and introducing actions that make E3 an enjoyable place to work including extra-curricular activities.

## **CONFLICT RESOLUTION**

- Increasing training and support for conflict resolution especially in residential settings.

## **ADVANCEMENT / PROMOTION**

- Committing to promotion from within.
- Ensuring available positions are posted and competed for.
- Implementing a "core competency" program as incentive for employees to enhance their work performance.

## **PERFORMANCE**

- Increasing supervisor presence in residential settings.
- Ensuring job descriptions are up to date so they reflect current responsibilities and classifications.
- Increasing accountability for front line staff performance including arriving on time, limiting Internet and cell phone usage, effectively engaging with persons served and encouraging their personal growth.
- Ensuring equal treatment of infractions.
- Dealing effectively with performance issues as they arise including those related to mental health.
- Enhancing performance review and development process including identification of personal goals to be worked on.
- Increasing responsibilities assigned to front line staff to enhance commitment and understanding that what they do is important and that they and their skills are valued.
- Balancing need for continuity of residential staff with benefits of changing locations.
- Streamlining paperwork requirements.
- Increasing consistency related to issues such as dress code, definition of "incidents" and of goals for inclusion in person-centred plans.

## **CRISIS SITUATIONS**

- Addressing need for community-based crisis support team for individuals supported by E3 and their families.

## **VEHICLES / TRANSPORTATION**

- Working towards ensuring that each residential location has a vehicle available for transportation.

### **VOLUNTEERS**

- Organizing more formalized volunteer program, including by recruiting high school coop placements where appropriate.

### **PODS**

- Reviewing pros and cons to pod approach to staffing residential locations.

## **4. FACILITIES**

E3's facilities include its head office, children's services locations and residential settings.

Ideas for improvement and change included:

- Adding to maintenance and repair capacity and improving speed of repairing equipment and appliances
- Ensuring appropriate maintenance of Oasis by the Bay
- Identifying ways people served could contribute to the maintenance of their homes

## **5. MANAGEMENT & ADMINISTRATION**

Many ideas were put forward to enhance the management and administrative functions required to make E3 successful.

### **LEADERSHIP**

- Adopting leadership style based on persuasion and management by walking around.
- Consolidating E3's existing operation including E3's human resource department and functions before engaging on further growth and change.
- Addressing role of entrepreneurialism as E3 moves forward into future, including the ReUse Centre and Oasis by the Lake.
- Increasing E3's community exposure, collaborations and partnerships.
- Ensuring appropriate framework and accountability for communicating and implementing strategic plan so excitement being generated right now is not lost.
- Putting dedicated person in place for preparing requests for proposals and grant applications and/or consolidating the standardized information that is required.
- Increasing senior management's understanding and support of children's programs, including movement to partnerships and service hubs:
  - Be strategically prepared to respond to call for proposals.
- Adding to senior management's understanding of compliance, legislative and regulatory requirements imposed on children's services so there is less trying to force unnecessary consistencies in policy (e.g. ratios, anaphylaxis) across the organization.

- Addressing need for succession planning.
- Addressing need to ensure effective supervision in residential locations including by reinstating senior counsellor positions and by requiring supervisors to work periodic shifts in residential locations.
- Encouraging more decision-making latitude at each level, starting with front line staff.
- Providing leadership opportunities for front line staff to prepare them for advancement into a supervisory position.

## **COMMUNICATION**

- Improving communication with staff group:
  - Ensure communication is clear, timely and is directed at those who need to know/who are affected by actions of the management team.
  - Identify and utilize best methods for getting information to those who need it – e.g.
    - Email is not appropriate for many front-line staff;
    - Fikas and town halls are not best vehicle for staff at satellite sites or program areas where key functions are taking place at the same time (e.g. child care).
- Ensure senior managers are in attendance at information-sharing events.
- Improve use of ShareVision.

## **POLICIES AND PROCEDURES**

- Reviewing and updating operational policies and procedures.

## **Information Technology (IT)**

- Adding to IT capacity.
- Improving timeliness and quality of IT support including when new staff begin their work life at E3 or move to new location.
- Assisting in ensuring that electronic devices are used for work purposes and not personal.
- Closing skill and comfort level gap among front line staff in use of computers to enable better use of technology.
- Upgrading Internet services in remote locations to increase speed.
- Streamline information systems and ensure they are user friendly.

## **Human Resources (HR)**

- Revamping HR department structure, role, practices and personnel.
- Building more supportive, coaching environment in which staff are assisted to learn and enhance their performance.
- Increasing support for managers in fulfilling assigned HR functions such as tracking staff performance and in ensuring consistency in dealing with situations that arise with staff and that involve disciplinary action.
- Adding training in the other skills and competencies beyond those related to providing direct care for both front line and management so that E3 can build people's skills and developing a more planned approach to succession planning within the organization.
- Reviewing scheduling efficiency and effectiveness and adjusting approach as needed.
- Providing staff opportunity to give input to supervisor/management performance.

## OFFICE

- Increasing staffing as possible.

# 6. Collaborations

- Increase networking/relationship building with other local organizations offering children's and adult services:
  - Add to community awareness of E3 and what it does including through increased use of social media.
- Increase understanding within municipal governments of E3's significant contribution to the communities in which it operates and encourage consideration of that contribution in decision-making and in involvement at various planning tables.