

Reflect, Perfect, Connect

Norfolk Association for Community Living
Strategic Plan 2016-2019

How we help agencies like NACL plan

We get input from the people who know the agency and its services the best

- Employees (from direct support staff all the way up to the Executive Director)
- People supported and their families
- Community partners

How we help agencies like NACL plan (cont'd)

We conduct focus groups and surveys. In NACL's case:

- More than 100 people completed online survey
- Seventy-one people participated in one of 8 focus groups

How we help agencies like NACL plan (cont'd)

- Consolidate and analyze input
- Look for emerging themes, insightful ideas
- Create a draft plan
- Work with the Board of Directors and the management team to revise and rework the draft until the final draft is complete

Context

- NACL undergoes Operational Review in 2012
- Focus is on providing supports that are self-directed and facilitate independence and inclusion
- More than 80 recommended changes to services and organizational infrastructure
- Many transitions over last several years in how services are delivered, significant proportion of those still underway
- 2016 - Strong confirmation from stakeholders about the direction NACL is going in, but...

Key Themes

- Significant amount of change has brought challenges with it as well
- Stakeholders identified barriers that have arisen in implementing those changes, and offered a number of suggestions on how NACL could do better
- They all had the same common themes. They wanted strategic directions and goals that allow NACL to:
 - REFLECT
 - PERFECT
 - CONNECT

Strategic Directions

1. Enhance Family Engagement
2. Continue the Evolution of Services
3. Develop an Organizational Culture of “We”

Strategic Direction 1: Enhance Family Engagement

- This direction has 6 major action areas
- Focus on:
 - Increasing and strengthening connections with families
 - Helping with or mitigating challenges families in Norfolk County face, whether their family member currently receives support from NACL or not
 - Improving communication with families
 - Advocating for more services

Strategic Direction 2: Continue the Evolution of Services

- Six major action areas
- First and most important is period of reflection to assess progress thus far, and address issues that have arisen and are affecting the day-to-day delivery on NACL's philosophies of independence, self-direction and inclusion

Strategic Direction 3: Develop an Organizational Culture of “We”

- The adjustments and growth required to stay the course demand that staff and management feel and act according to the principle of “We”
- Means a common understanding of what the goals are, and what that means or looks like on a day-to-day basis
- Team approach is essential to any strategies moving forward

Strategic Direction 3: Develop an Organizational Culture of “We” (cont’d)

- Recognition of the impact of change on staff
- Direction has 10 action areas, 7 of which are focused on staff and staff engagement, and 3 on leadership development within the organization

Next Steps

- Both the management team and the Board of Directors will begin work on developing implementation plans for year 1 of the Strategic Plan
- Management team and the Board have committed to keeping stakeholders informed about progress throughout the life of the plan
- More communication about the Strategic Plan and its contents in the fall of 2016
 - Including a summary/visual representation of the plan which will be distributed to stakeholders