

TCE Strategic Plan 2024-2028 Summary (updated October 2024)

A. Mission, Vision, Values Framework (September 24, 2024) v2

Mission TCE provides support to each person to live with dignity and respect as they exercise their rights as citizens to make authentic choices and have opportunities that are unique to each person.

Geographic Scope – Ottawa

Beneficiaries Primary beneficiaries are adults with developmental disabilities. In particular, TCE supports individuals with challenging communications needs. Families, caregivers and supporters are secondary beneficiaries.

B. Vision

Aspirational Vision (from 2021-2025 strategic plan)

A community that welcomes its members, not in spite of their differences, but to celebrate these and to appreciate the contributions of all its citizens

Vision 2028

TCE Is a Person-Centered Organization which builds on organizational strengths and successful approaches to person-centered support and supporting individuals with complex sensory and behavioural challenges and older adults

Has a **strong network of relationships and effective partnerships** with other community organizations

Is respected as a **well-managed and accountable organization**

Has a **strong, positive reputation** and effective internal and community communications

Has **good relationships with families and support circles** of people supported

Delivers/supports the achievement of positive outcomes for people supported.

Is an **employer of choice** with a **dynamic and capable workforce**

C- Core Values

Self- Determination

We believe that people have the right and ability to choose and control their own life

We commit to actively listen to what people tell us they want and need to live a meaningful life by their own definition
We commit to and support this in partnership with their support networks

Relationships

We build meaningful connections with people and their support networks
We honour, encourage, and maintain connections through honesty, trust and reciprocity
We facilitate the development of new connections within the community

Growth

We adapt to change with flexibility and creativity
We honour the right of individual choice, control, and supported decision making
We actively listen and respond with appropriate action, support, and advocacy

D. TCE'S updated Strategic Directions 2024-28 (v.2 September 24, 2024)

TCE's overall strategy for sustainability and for growing its impact has several features:

Person-Centered Organization Build on organizational strengths and successful approaches to person-centered support and supporting individuals with complex sensory and behavioural challenges and older adults.

Well Managed Take stock of current operations and assets. Create efficiencies through good management and collaboration. Improve capacity for sound business planning (and decision making) in relation to existing services and potential new ventures. TCE will be cautious in "scaling up" the volume of services in response to government initiatives so that expansions do not erode principles or the quality of services, organizational infrastructure and organizational culture

Accountable Improve capacity to evaluate and report on activities, learn from experience and demonstrate value (impact) for investment

Strong Reputation & Community Engagement Invest in communications and establishing a clear and compelling reputation/brand. Increase community engagement with TCE and the people it supports (e.g volunteer involvement; community membership/participation of people supported)

Collaboration & Network of Relationships Continue to invest in partnerships and participation in networks where such participation is aligned with the impact that TCE wants to have and the organization's sustainability.

Sustainable Continue to seek diversified sources of revenue. In particular, we will limit dependence on any one Government revenue stream.

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TCE has adopted 4 Strategic Directions to guide its work through the FY ending March 31, 2028:

Strategic Direction #1 Continue to Invest in Person-Centered Service Delivery model and approaches

Strategic Direction #2 Build Sustainable Organizational Capacity

Strategic Direction #3 Enhance/Build Sustainable Community Engagement and Relationships

Strategic Direction #4 Increase availability of suitable, affordable and sustainable housing and transportation via asset management and collaboration

The Executive Director and staff will :

- **develop annual operating plans**
- **provide quarterly and year-end progress reports and,**
- **recommend modifications/updates to strategic directions as part of planning for each fiscal year**

A summary for each strategic direction follows

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Strategic Direction #1 Continue to Invest in a Person-Centered Service Delivery model and approaches.

Context : Organizing supports and services on a more personalized basis can lead to better investment of staff time and to better client satisfaction and outcomes. This becomes a competitive advantage for TCE in expanding services given the Journey to Belonging (J2B) framework.

Adopting person centered thinking and practices will also cause a cultural shift towards a more team based, positive environment. This supports productivity as well as staff recruitment and retention.

The MCCSS “Journey to Belonging” initiative will require TCE to know what its good at and which populations (market segments) it should focus on. It will also require competitive pricing, the ability to work in partnership with families/ individuals’ supporters and evidence of effectiveness in supporting challenging individuals

Success 2028

- ◆ **Person-Centred approaches are practised in all aspects of TCE operations training and development ongoing**
- ◆ **Improved outcomes for individuals currently supported** through person - centered approaches and expanded supportive housing options
 - **More people get assistance via “just enough support” approach and inter-organizational collaboration**

- **Assistive Technology** will be considered in all individual plans and utilized where it contributes to enhanced personal outcomes
- ◆ **TCE will have established its niche markets** (services & populations we will focus on) and created & implemented a marketing plan to **increase its reach and impact (growth)**

Strategic Direction #2 Build Sustainable Organizational Capacity

Context Although good training and organizational development work have been under way for several years to support the transition to provision of more person-centered support, continued work is required to “translate” training into organization change and performance.

Our Strategy for Building Organizational Capacity has been organized under three themes or tactical pathways.

We will develop our capacity

- for **Evaluation, Accountability and Quality Improvement**
- **(our Human Resources Capacity)** to support PC work and to create a “leaderful organization”
- By clarifying what our focus will be & we are good at in terms of service delivery and by ensuring that we have a) the **technical/clinical capabilities** to do good work and b) to **promote** our work , **engage the community** and to **work collaboratively** with other organizations

2.1 Develop capacity for Evaluation, Accountability and Quality Improvement

Success 2028

- **Person Centered Work is evaluated and reported** - a systematic approach programme evaluation has been developed and implemented. TCE uses evaluation data to manage services and to demonstrate impact
- **Working Together for Change** - Individual plans are reviewed and updated at least annually, Data from individual plan reviews is aggregated, analysed, reported and used as a basis for strategic decisions & operational management
 - **Programme Design and Costs are Clear** - Develop logic models for each service (2025) and understand the true cost of each service/programme
 - **Key performance indicators (KPIs)** for all areas of TCEs operations have been developed. KPI data are reported regularly and used as a tool to shape decision making, align operations and to communicate organizational performance

2.2 Build HR Capacity to support PC work and to create a “leaderful organization”

Success 2028

Dynamic, Capable Work Force

- Full staff complement with excellent retention rates sustained
- Staffing, Recruitment and Marketing Plan updated annually -appreciate differing skills required; use matching tools – engage union in discussions around this; Implement values-based recruitment
- Continue to participate in provincial and regional committees around human resource strategies

Organizational Structure and Processes which Support Person Centred Work

- Updated **Management structure** implemented (2024-25)
- Fully staffed Supervisor positions and a functional management pool
- Wide-spread support for person-centred practices, Focus on value- based recruitment and staff matching
- human resource-related tools and processes are updated to person-centred framework
 - person-centered supervision and appraisal approaches are used to support teamwork and integration of person-centered approaches

Leaderful Organization

- **Succession plans** for staff and Board leadership roles developed and maintained
- Create and invest in **talent management and leadership development** at all levels. Identification of shadowing and mentoring opportunities underway for senior positions for those interested
- **Process for capture and transfer of corporate knowledge/history is underway** (2025). Utilize this to support staff and board orientation
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2.3 Skill and Capability Development

Success 2028

- all staff are trained in and understand person centred thinking and basic tools.
- Our service delivery focus and core competencies for each/all programmes ((2025) has been established. Staff get basic training and ongoing opportunities to develop competence. Our focus will be on being good at collaboration/community engagement; the use of adapted technology, skills related to facilitating augmentative communication, delivery of palliative support and supporting healthy aging.

- **Board Building** - Ensure annual board self-assessment. Establish and implement a board development plan based on collective needs. Encourage and support individualized board member learning

Strategic Direction #3 Strengthen Communications, Marketing and Continue to Build Sustainable Community Engagement and Relationships

Context In order to sustainable and to have a positive impact on the community, TCE must balance its attention between operations and outward facing, promotion and community engagement. TCE's service model will need to evolve so that people supported are more present and active participants in community life. Historically, TCE has developed with close ties to and the engagement of families and supporters of individuals. There is a need to re-kindle this collaboration. Finally collaboration, possibly to the extent of formalized "strategic restructuring" , is essential for sustainability and for addressing barriers to inclusion for people supported.

There are four tactic themes or pathways framed by this strategic direction

- 3.1. Strengthen Communications, Marketing and Promotion to enhance TCEs operational effectiveness and "reach within the community "**
- 3.2. Community Involvement & Support for Citizenship** - Support the engage of individuals in community activities and relationships. Volunteer engagement
- 3.3. Build inter-organizational partnerships & relationships**
- 3.4 Work in partnership with families and caregivers**

Success 2028

3.1. Communications, Marketing and Promotion

- **More visibility, more awareness within community** of what our work is, what we're here for. We want to focus on our role as being an important background support which enables people to participate in the community as citizens
- **Create Capacity to promote TCE and support operations and "reach"**
- **Marketing and Communications plan established** which supports/enables: inclusivity within the community (focus on affordable housing and employment); staff and Board recruitment. Define requirements for marketing & communications support and plan to partner with other organizations to build/shared capacity; communications team created with representatives from across the organization.
- **Engage Board members as "ambassadors"** in promotion, advocacy and interagency partnerships. Ensure expectations of Board are clear and that tools practical support is provided

- **Make effective use of additional social media platforms** (e.g. YouTube), sharing success stories, showing inclusivity, diversity, increasing outreach on existing social media platforms
- **Internal communications platform** (community of practice-COP) created to support person-centered practices. Ensure that this COP is “connected” to external networks (e.g. Presence to Citizenship)

3.2. People supported experience increased community involvement & supportive relationships

- There is an increase in the number of circles of support for people supported at TCE, which include non-paid community members.
- (intentional/planned) Community involvement increases for individuals supported. Progress is evaluated and documented through individual reviews and promoted via sharing of stories via social media

3.3 Inter-organizational partnerships & relationships are strengthened and increased

- TCE has maintained and strengthened existing partnerships and developed new mutually beneficial strategic alliances with like-minded community organizations and companies to support housing, transportation and administrative functions (e.g. shared services)
- Consult with existing partner (Nepean Housing) about new project and explore other potential opportunities for collaboration

3.4. Work in partnership with families and caregivers

- TCE increases collaboration with individuals and families in the community through engagement in person centered reviews, evaluation /quality improvement and resource development
- Create and launch a platform for individuals, families, friends and TCE to connect, communicate and share information.

Strategic Direction #4 Increase availability of suitable, affordable and sustainable housing and transportation via asset management and collaboration

Context: TCE owns and maintains a portfolio of houses/properties (10) and a fleet of vehicles(16) .Although these resources/assets enable stable, affordable housing and provide mobility for people supported, maintenance/replacement of these assets provides a sustainability challenge. In addition, agency ownership may also inhibit inclusion of people supported in community life.

People may be compelled to live with others they don't want to live with in segregated settings and in greater numbers than promote personalized supports. Maintaining and operating a specialized transportation programme diverts expensive staff time from direct support work and reduces use of public transportation.

Success 2028

Housing

- TCE has developed (2025-26) and implemented a **formal divestment/reinvestment plan for its portfolio of housing assets** and a work plan with timelines for the short, mid and long-term.
- TCE has developed partnerships with Nepean Housing, Lions Club and a developer to support availability of housing
- Dunbar location open
- Increased housing options/ solutions
- Lower the number of roommates, support choice of roommates and matching
- Greater community Inclusion - “x” individuals are able to move from congregate living to affordable housing (with supports) in accordance with their individual plans

Transportation

- **Reduce or maintain (at 2025 levels) cost/ride** on TCE provided transportation. Start by taking stock of transportation costs across agency and determining cost/ride (2025)
- **Increase utilization of public transportation/ride sharing by individuals.**
- Take stock of vehicle inventory and create **multi-year plan for maintenance and replacement which reduces carbon footprint.**
- Explore possibilities for **coordination and management of transportation across agencies, including existing CSS (community seniors services) network.** (2025-26). Evidence of active/effective collaboration arrangements by March 2028.