

Strategic Operating Framework 2023-2026



CLUOV's strategic plan applies a person-centered approach, emphasizing autonomy and individual aspirations to guide the organization's development and support services. With a dedicated staff and visionary leadership, CLUOV is well-equipped to address challenges in the Developmental Services sector.

Our Motivation

Vision

That all persons live in a state of dignity, share in all elements of living in the community and have the opportunity to participate effectively.

Mission

To foster the development of welcoming communities through:

- Providing supports and services based on each person's uniqueness
- Enriching community life through community capacity and partnerships
- Opportunities for stakeholders to learn and take leadership
- Promoting diversity through public education and promotion of inclusion
- Leadership in human rights advocacy
- Eliminating physical, attitudinal and societal barriers to full citizenship

Values and Commitments

Ensure the concepts "**exploring options**" and "**informed choice**" are the basis for decision-making by individuals supported by CLUOV

Avoid segregated initiatives and activities, focusing on **individualization** and **inclusivity**

Partner and **collaborate** with local and regional organizations as the first option for change - together we are better!

Research and introduce **new revenue streams** including base funding, fees-for-service, grants and fundraising

Strategic Goals & Operational Strategies



Service Excellence

Look to outcomes and other data to make decisions so we can be sure people are satisfied and receive respectful, responsive support

- define criteria to determine service excellence in alignment with our vision, mission and values
- evaluate operational and service delivery processes
- identify areas for enhancement and create project plans and timelines
- establish processes for assessing and documenting excellence and service delivery annually
- mentor, coach and develop employees around service excellence



Quality of Life

Ask questions and listen to people supported so that we can offer the best service and share our ideas with partners in Community Living

- use various measures and indicators to assess the lived experience of those supported
- identify criteria for person-centred planning documents and audit best practices
- develop processes for person-centred approaches and provide training to support staff regarding harm reduction, positive approaches, and holistic perspectives
- use electronic templates that can be accessed remotely to reduce/eliminate paper use
- promote inclusion throughout the community and celebrate leadership of community partners
- use adaptive management practices to make course corrections to operational strategies



Employee Experience

Ask questions and listen to employees in ways that everyone feels they have a voice, and use this to shape our organization and provide the best support

- conduct employee engagement surveys and stay/exit interviews, and develop subsequent action plans
- emphasize professional development for all staff
- develop a plan to enhance engagement and performance management
- establish a formal recognition program for staff and means to track informal feedback and recognition
- resume activities outside of work with employees
- invest in education around diversity, equity and inclusion
- direct supervision to be tracked, increased, individualized, and consistent across teams
- reduce reactive supports and increase proactive planning
- adhere to effective communication practices related to receiving, processing, transferring and responding to information and correspondence



Organizational Excellence

Everyone connected to CLUOV needs to see themselves as a leader. We will keep learning, offering opportunities, and supporting growth

- provide leadership training to management team and aspiring supervisors
- increase employee capacity around the use of technology to support a mobile workforce
- instil a growth mindset in learning activities
- embed organizational learning within the HR department to coordinate delivery, qualify and record employee growth through an interactive online platform
- establish processes for knowledge transfer and adaptive management that promote learning
- invest in leadership development and succession planning



Business Practices and Communication

Strengthen relationships with community partners. Reduce property ownership and increase community access. Involve others to share the benefits of inclusion

- guide community partners in creating inclusive environments and addressing barriers to access
- use community services as a first resort rather than accessing or creating unique, segregated services
- expect that all employees understand and exemplify "community as a first resort"
- engage families of people who may choose to utilize CLUOV's services
- give focus to relationships with existing and prospective employers
- reduce reliance on government influence through continued administration of passport funding, fee for service, employment support and person-centred planning to individuals not affiliated with CLUOV
- explore partnerships to pursue grants on behalf of CLUOV
- build partnerships with service providers who have complimentary support
- increase social media presence and communication between community resources and people supported



Governance

Help our Board be stronger, find and support new directors so they may be confident to represent CLUOV and our commitments

- improve the recruitment, orientation and training of Board members
- ensure the philosophy, role and principles are taken into account in discussions and decision-making
- develop succession plan for Board members
- undertake an advocacy role on pressing concerns such as housing, income and administrative efficiencies
- fulfil the Board role of promoting the organization and raising its profile
- complete actions identified during Board training held in the fall of 2014
- enhance the profile of the Board with staff